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*An Analysis of the Mechanisms within Cape Town Businesses Shaping
Recruitment Methods:*

and its Effect on the Spatial Mismatch in Cape Town

Anya van Wyk

vwyany001

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COMPULSORY DECLARATION

This work has not been previously submitted in whole, or in part, for the award of any degree. It is my own work. Each significant contribution to, and quotation in, this dissertation from the work, or works, of other people has been attributed, and has been cited and referenced.

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Abstract

This dissertation posits that recruitment methods used by businesses in Cape Town are shaped by intricate mechanisms within business spaces. The walk-in recruitment method used by the two restaurants interviewed, is influenced by two distinct social mechanisms. The use of this recruitment method proves to be geographically limited and it therefore reduces the prospects of employment for those living on the periphery of the city. Therefore, the walk-in recruitment method has exacerbated the spatial mismatch within Cape Town. However, there are Cape Town businesses that have specific mechanisms within their businesses that have shaped their use of word-of-mouth recruitment. The use of this method, has lessened the effects of the spatial mismatch, creating 'passages' into employment for those living on the periphery of the city. Once recruited through word-of-mouth, workers living on the periphery face the prospect of long-term employment through the use of in-house recruitment or promotion.

Introduction & Literature Review

Chapter 1

Literature review and introduction

The aim of this dissertation is to explore the mechanisms shaping the choice of recruitment methods in Cape Town businesses. By doing this the dissertation aims to understand the relationship between recruitment and space and the impact this has on the spatial mismatch in Cape Town. Finally, the research will assess if the recruitment methods, exacerbate or reduce the effects of the spatial mismatch. The main recruitment methods that will be explored are as follows:

1. Walk-in recruitment, which requires job-seekers to approach managers about job vacancies and apply for the job on the spot.
2. Word-of-mouth recruitment, which uses the connections between people to recruit.
3. In-house recruitment/promotion, which recruits within the business from current staff members.

The Spatial Mismatch in the City of Cape Town

The structure of 'the city', as history reveals, 'metamorphoses' in reaction to the imperatives of the economy; and according to the spatial mismatch thesis the shift to post-Fordism or the service-based sector, during the 1960s, saw a transformation in the spatial patterning of cities (Beall, Crankshaw & Parnell, 2002: 58). This new spatial 'pattern' saw businesses and skilled employees migrating to the suburbs, while low-skilled workers remained in poor areas, disconnected from employment opportunities (Kain, 1968).

Therefore, the spatial mismatch thesis hypothesizes a correlation between the post-Fordist spatial order of cities and the negative labour market outcomes of low-skilled workers.

This is evident in Cape Town's divided geographic structure. Poor and low-skilled workers reside along the periphery of the city; an isolated, underdeveloped region, flanked by shacks and beset by scarce employment opportunities. Middle class, skilled workers populate the affluent suburbs and the Central Business District (CBD); hubs of business development and job opportunities. This segregated city structure is not unique to the city of Cape Town; the South African city of Johannesburg displays a similar trend in their geographic formation, while the American states of Atlanta, Boston and Detroit also reveal the trend of separate development (Bluestone & Stevenson, 2000; Ihlanfeldt & Sjoquist, 2000). According to the Spatial Mismatch Thesis, the geographic structure of these cities and states have led to a mismatch between place of work and place of residence for low-skilled workers, ultimately leading to a "socio-spatial patterning of opportunity", that afford employment to those residing in the suburbs, while structurally limiting the employment prospects of those outside of the suburbs (Wilson, 1996: xiii & xvi; Rospade & Selod).

The Spatial Mismatch Thesis and the Transformation of the 'City'

The Spatial Mismatch Thesis argues that decentralisation or the suburbanisation of business, wrought by de-industrialisation, or the shift to the post-Fordist economy, is responsible for the creating the divided city structure responsible for unequal employment outcomes (Kain, 1968: 176). Since post-World War Two the suburbanization of business and housing emerged as a ubiquitous phenomenon; between 1970 and 1990, Washington D.C began to display increased employment growth in the suburbs (Stoll, 1999: 80), while

between 1990 and 2000 Atlanta revealed the same physical trend of suburbanization with jobs expanding to suburbs like the De Kalk County (Brown & Thompson, 2008: 1122). New York, Chicago, Philadelphia, Los Angeles, Boston, Dallas and Detroit saw rapid employment growth in the suburbs with a corresponding decline in central-city employment (Brueckner & Zenou, 2003: 243). In Cape Town and Johannesburg, businesses moved to affluent suburbs; with Cape Town experiencing a shift in the economic activity away from the CBD to the suburbs, referred to as “decentralization” (Turok, 2001: 2359). Cape Town also experienced the movement of economic activity to the northern parts of the city, dubbed the “northern drift” (Turok, 2001: 2359).

The intersection between the imperatives of this new capitalist structure and space led to a different set of physical needs for businesses (Beall, Crankshaw & Parnell, 2002: 58). Prior to the de-industrialisation the business imperatives of the manufacturing industry, in Johannesburg, required that businesses occupy large tracts of land that was both close to working class workers on the south and east of the CBD and “[geographically connected to] capitalist activity in the CBD” (Beall, Crankshaw & Parnell, 2002: 48). However, the service-based sector saw the adoption of informal labour practices that led to sub-contracting of labour and therefore, the redundancy of large factories in the CBD (Beall, Crankshaw & Parnell, 2002: 54). During this transition, Johannesburg lost close to half the factories in the CBD (Beall, Crankshaw & Parnell, 2002: 53 & 52), while factories in American areas such as Cleveland terminated forty percent of its manufacturing jobs (Boardman & Field, 2002: 240). Similarly, Cape Town’s manufacturing sector lost 50, 000 jobs in the clothing and textile industry, with an additional loss of “30,000 manufacturing jobs in the Coloured community between 1980 and 2001” (Lemanski, 2007: 453 & 457). Therefore, the suburbanisation of

business was characterized by businesses abandoning large industrial areas for business locations in the suburbs (Bluestone & Stevenson, 2000: 18).

De-industrialisation led to the maturing of the information age and the expansion of the service economy (Sjoquist, 2000: 20). The service-based industry has seen an increase in the employment of professionals, in areas of research and technology, healthcare, law, higher education and telecommunications (Bluestone & Stevenson, 2000: 13 & Anas et al, 1998: 1427). Professions of this nature typically make use of smaller and privately occupied spaces, abundant in the suburbs (Beall, Crankshaw & Parnell, 2002: 55). Therefore, Cape Town has experienced, “deconcentration”, which has seen economic activity moving away from the “established centres”, to the suburbs, to occupy detached homes as office space for professionals such as lawyers and accountants (Turok, 2001: 2358). The movement of business to the suburbs led to attendant infrastructural developments in these regions, such as the construction of offices and highways. This ‘encouraged’ the movement of businesses and professionals to the suburbs, while increasing the polarization of the poor (Wacquant & Wilson, 1989: 28; Turok, 2001: 2359; Lemanski, 2007: 454).

This new city structure has led to a disparity in access to work and the creation of poverty zones (Wilson, 1996: 19). In America, the spatial distribution of jobs also indicates that middle class workers have more chances of employment because of their proximity to job opportunities in the suburbs compared to black and Latino people (Stoll, Holzer & Ihlanfeldt, 2000: 213). Additionally, the decentralization of low-skilled jobs has reduced the accessibility to jobs for low-skilled workers (Stoll, Holzer & Ihlanfeldt, 2000: 231). In Atlanta, Latino areas contain 19.3% of high school dropouts but due to decentralization, these areas

only have 5.5% of low-skilled jobs (Stoll, Holzer & Ihlanfeldt, 2000: 214). Martin found that during the 1970s the change in business location led to an increase of 27.9% in the spatial mismatch index for black residents (2004: 474 & 475). Therefore, the suburbanisation of business has distanced employment opportunities from those living on the periphery of Cape Town.

Spatial mechanism 1

The suburbanization of business causes what Parks refers to as, “spatial-temporal constraints” (2004: 145); people living on the periphery of the city experience a decrease in the proximity to place of work with a concomitant increase in the commute to work (Kain, 1968: 179). This extended commute is difficult to sustain and places strain on the exiguous stipends of low-skilled workers (Kain, 1968: 179). In addition, many low-skilled jobseekers have to use more than one mode of transport to get to work and the lack of car-ownership in poor communities makes this problem widespread (Houston, 2005: 226). Public transport, in Cape Town, can be too expensive for workers earning minimum wage, while trains and buses fail to frequent many of the routes along the periphery of Cape Town. America experiences similar challenges; Atlanta’s bus and rail system only serve Fulton and DeKalb, denying this means of transport to low-skilled workers who live in the southern suburbs (Sjoquist, 2000: 36). This mechanism creates a separation between place of work and place of residence for low-skilled workers, known as the ‘spatial mismatch’, and in turn reduces employment opportunities for low-skilled workers (Ihlanfeldt & Sjoquist, 2000: 116). Researchers have sought to study the impact of long commutes on low-skilled workers.

Naude (2008: 275), in a regression analysis, found that black unemployment in South Africa is linked to an increased distance from the central city or Central Business District and this remains statistically significant while controlling for education and income (Naude, 2008: 275). Stoll et al (2000: 217), in the study of American city structure, found that decentralization disconnected low-skilled workers from the suburbs; the analysis showed that 30-35% of the jobs in the suburbs are not reachable via public transport (Stoll, Holzer & Ihlanfeldt, 2000: 217). Stoll et al's (2000: 217) study also found that a one way commute "from the black central city to the west San Fernando Valley", in Atlanta, would take 2.5 hours, using three buses (Stoll, Holzer & Ihlanfeldt, 2000: 217). In Atlanta and Boston, this distance has resulted in blacks and Latinos not being hired if routes are not covered by public transport (Stoll, Holzer & Ihlanfeldt, 2000: 227). Fernandez explored the effects that a move to the suburbs would have on low-skilled workers. His analysis explored a food-processing plant moving from Milwaukee to a suburban area (Fernandez, 1994: 390). The advanced technological elements of the firm required that the plant move to an area that would be suitable for their new computerised developments (Fernandez, 1994: 397). Milwaukee is of particular interest because of its level of segregation, with less than 1% of the African American population living outside of the city (Fernandez, 1994: 397) and is of particular concern because 56% of the workers at the plant are minorities (Fernandez, 1994: 400). The findings show that; the current plant does not impose a long commute on the majority of the workers; however, the new plant will inflict a long commute on 75% of the workers (Fernandez, 1994: 403). Fernandez (1994) also says with the move to the new site, Hispanics will experience almost double the increase in their commute to the suburbs (Fernandez, 1994: 405) and white workers have the smallest change in their commute. Hourly workers also experience a greater increase, with Hispanic males experiencing a 31 to

35 minute increase in their commute to the new plant (Fernandez, 1994: 410). Therefore, this extended commute disconnects many low-skilled workers from jobs in the suburbs, as the above research indicates.

Additional set of mechanisms

Gibillion and Zenou (2007) propose an additional group of “underlying mechanisms” that perpetuate the spatial mismatch (2007: 2408). They argue that employers discriminate in the recruitment process based on the physical address of the applicants (Gibillion & Zenou, 2007: 2408). They also state that employers may conflate low productivity and high cases of absenteeism with the long commute low-skilled workers face (Gibillion & Zenou, 2007: 2408). They go on to say that the job search process may be too costly or spatially limited due to lack of information regarding job vacancies (Gibillion & Zenou, 2007: 2408). Finally, Kain (1968) argues that the problems of decentralisation are compounded by housing market discrimination that prevent low-skilled workers or minority groups from moving to suburban areas dense with job opportunities (Kain, 1986). Therefore, this new spatial order, has served to restrict the movement of low-skilled workers by limiting their access to employment.

Spatial mismatch and Recruitment

Exploring the unemployment/employment question without looking at recruitment methods/strategies and its relationship to space would create a lacuna in this debate.

Therefore, the aim of this dissertation is to a) investigate the mechanisms shaping

recruitment methods in Cape Town businesses and b) assess whether or not the recruitment method exacerbates or reduces the effects of the spatial mismatch.

Hypothesis 1: *The demands/mechanisms of the restaurant industry and their consequent use of walk-in recruitment exacerbate the spatial mismatch*

The second mechanism of the spatial mismatch concerns the distribution of information regarding employment opportunities. Suburban 'centers' of work advertise in spatially restricted newspapers and internal notice-boards, restricting access to information about work in the suburbs. The walk-in recruitment method is also restrictive to those who are disconnected from suburban centers of work. The transport costs incurred using this kind of recruitment method often make the job search unsustainable (Kain, 1968: 179).

The two restaurants interviewed for this dissertation use the walk-in recruitment method when hiring new waiters. The restaurants are located in Gardens, Cape Town, an area that is only reachable through three different modes of transport, for those living on the periphery of the city (Refer to Appendix A). Unemployed job seekers living on the periphery of the city would not be able to afford this kind of job search. The data, from the interviews, indicates that the waiters generally come from surrounding areas or they live in Gardens. None of the waitressing staff come from the periphery of Cape Town and therefore, there is a disconnection between place of residence and place of work (Kain, 1968).

Wilson (2009) argues that low-skilled workers, disconnected from suburban jobs cannot conduct expansive job searches due to economic and social isolation. Furthermore, Gobillion and Zenou (2007) discuss several additional underlying mechanisms that reduce

the chances of employment for low-skilled workers living far from suburban jobs (2007: 2408). They argue that the process of searching for a job in the suburbs is often fruitless if low-skilled job-seekers have insufficient information about jobs in distant areas (2007: 2408). Stoll and Raphael argue that when looking for work individuals take search costs, such as travel, into consideration. Spaces that are high in job opportunities are often far and therefore, affect that decision to look for work (2000: 204). Stoll and Raphael found that Latinos and blacks, living in disconnected areas, end up searching in areas that are low in employment opportunities. This is important because an increase in the amount of areas searched is statistically significant in the positive outcome of employment (Stoll & Raphael, 2000: 216).

Can the two restaurants interviewed for this dissertation use another recruitment method considering the constraints of the method for those living on the periphery of the city? It is difficult to suggest a solution to this kind of problem because the two restaurants interviewed argue that there are two distinct social mechanisms driving their choice of recruitment method. The research indicates that the restaurant milieu has intricate social processes dictating the way in which waiters are recruited. Therefore, the aim of this dissertation is to explore the dynamics of these two restaurants in an attempt to understand the mechanisms shaping the choice of the walk-in recruitment method and what it means for the Spatial Mismatch Thesis.

Hypothesis 2: *The demands/mechanisms of businesses and their consequent use of word-of-mouth reduce the effects of the spatial mismatch*

All the businesses interviewed for this dissertation use word-of-mouth recruitment in certain divisions of their business. The staff members that are generally recruited using this method live on the periphery of Cape Town in areas like Gugulethu, Nyanga, Langa, Khayelitsha, Mitchell's Plain and Atlantis. Does this mean that word-of-mouth recruitment is the solution to reducing the effects of the spatial mismatch in the city of Cape Town?

Wilson (1987) has dubbed people living outside of the suburbs, the "underclass" because they are economically and socially isolated in "excluded ghettos", sites of unemployment and social atrophy (Wilson, 1987: 8-10). Wilson (1996) argues that the effects of the spatial mismatch have become insidious leading to the immiseration of people living on the fringes of the de-industrialised city. He has been particularly concerned with the limitations it creates in the quality of labour market networks of low-skilled workers (Wilson, 1996: xiii & xvi). He specifically argues that the networks needed to get out of the economic isolation would be those that move beyond family and friendship bonds. Granovetter's (1973) research on the strength of ties supports this notion.

Granovetter's (1973) research posits that the social mobility of low-skilled workers, living on the periphery of the city, can only be galvanized depending on the 'type' of network being used in word-of-mouth or referral networks. Granovetter (1973) measures networks according to their strength. The strength of the tie is based on the nature of the connection between people and is calculated according "intimacy, contact and reciprocity" (1973: 1361). Granovetter (1973) argues that 'strong-ties' are held amongst family members and

close friends, who typically spend copious amounts of time together and move in similar circles (1973: 1362). Those living on the periphery of the city normally belong to strong-ties because of their lack of interaction with other groups, due to economic and social isolation. In the case of strong ties, Granovetter argues that the information becomes redundant because is not varied and is often recycled (1973: 1364). Those who belong to 'weak-ties', do not have an intensive connection with the parties in their circle and have large groups of different acquaintances due to active economic involvement (1973: 1371). The information in weak ties is detailed and varied in nature and therefore, people in weak-ties act as "bridges" in the passing on of information (1973: 1371). Therefore, mobility is reduced for those with strong-ties and increased for those with weak-ties. Therefore, according to Granovetter, subaltern groups, such as people living on the periphery of the city, are not necessarily mobilised by network recruitment because most of their networks are made up of family and friends. Lin (2000) is also concerned about issues of homophily, which argues that bonds are created around similarity (2000: 787). Homophily occurs around socio-economic status and shared sentiments and characteristics (2000: 787). Therefore, those who have resource-poor networks would struggle to find employment (2000: 787).

However, these studies are quantitative in nature and fail to explore the mechanisms driving the choice of network recruitment in businesses across Cape Town. Are there mechanisms within business that would prefer homophily or strong-networks? And, if yes, are networks and their value in business, reducing the effects of the spatial mismatch? According to Lin (2000) employers use networks as a form of social capital, in which they can "invest" (2000: 786). In the case of job-seekers, social networks can assist in the "flow of information" regarding job opportunities and can do so across the spatial boundaries of the

city (Lin, 2001: 6). Therefore, networks can serve as an agent of expansion because information can spread to members of society that might otherwise be excluded (Lin, 2001: 7).

If businesses do choose to invest in word-of-mouth recruitment, what are the mechanisms driving this on the part of the employer? Rees (1966) argues that social networks and referrals are being used widely within business. Rees (1966) discusses the network theory from both the employer and employees perspective. When looking at the employer, he explains that the use of the network strategy partly lies in the need for the businesses to narrow the pool of applicants (Rees, 1966: 562). The use of networks, which often occurs in the form of referrals or word-of-mouth, enables the employer to essentially implement a screening process from the outset of the job seeking process (Rees, 1966: 563). The logic behind this is that the current pool of workers will refer job-seekers who are a reflection of themselves and in doing so, recommend workers that possess similar work ethics, values and dedication. It is also assumed that the current employees will make an effort to recommend good workers to protect and guard their reputations (Rees, 1966: 563). The logic of the referral method also holds an economic or business imperative. Rees (1966) argues that referrals are particularly useful because the current workforce recommend people who reside close to the location of the business, reducing cases of absenteeism (Rees, 1966: 563). Employers also have a preference for informal recruitment strategies because employment agencies are not always able to do a good job at screening and costs are often high. Therefore, the use of informal networks can reduce the cost of the recruitment process for employers (Rees, 1966: 563). Rees (1966) goes onto explain that

this has positive outcomes for employee. The employee is better able to access reliable information and having a friend at the place of work can make the job more attractive (Rees, 1966: 563). Therefore, there are mechanisms that drive employers' decisions to use word-of-mouth recruitment. The underlying mechanisms shaping recruitment mean that, while the above arguments hold, both strong and weak-ties are useful and therefore, networks do advantage all parties involved.

In their study of a call-centre, Fernandez and Castilla (2001) found that networks are widely used in business. They argue that employers using employee-referral method, are essentially "social capitalists" (2001: 85). Social capitalists, according to Fernandez and Castilla (2001), consider workers social ties as "resources in which they can invest and gain returns in the form of improved hiring outcomes" (2001: 85). Therefore, many businesses have formalised the referral method by providing pay-out bonuses to workers who refer good employees (2001: 85). They argue that there are three benefits shaping this form of recruitment. They argue that the referral method produces a "richer pool" of applicants, as oppose to applicants drawn from other formal recruitment methods (2001: 86). If companies are able to draw a richer pool of applicants; this reduces the amount of time and money put into screening applicants. The second mechanism is that referrals create a "better match" and therefore, turnover is reduced (2001: 87). The third mechanism is that businesses, through referrals, increase the chance for "social enrichment". Social enrichment relies on the relationship between referee and referrer to create an easier transition into new employment (2001: 87). In their analysis of a call centre, Fernandez and Castilla found support for the 'richer pool' and 'social enrichment' mechanisms. For the

richer pool mechanism, they found that the firm spends ten dollars for each referral who is interviewed and two-hundred and fifty dollars for each referral that is hired. When these figures were compared with non-referrals they found that the company saved four-hundred and sixteen dollars (2001: 87). Marsden (2001) argues that referrals are useful to employers because employers can determine the likelihood of a candidate accepting an offer and this can reduce concern in the recruitment process (2001: 107). Referrers can also provide information about job-seekers and Marsden (2001) argues this would be most useful in jobs that require communication with clients or customers (2001: 108).

Trends show that many low-skilled job-seekers are using their networks within referral or word-of-mouth recruitment. Moreover, low-skilled workers are making use of strong-ties to find work. Elliott argues that networks are the way in which most low-skilled people, living in poor areas, find work (1999: 200). Elliott's analysis of the Multi-City Survey for Urban Inequality, conducted in the low-skilled, poor regions of Atlanta, Boston and Los Angeles in 1992-1994, found that job-seekers living in poor areas are more likely to use informal contacts to find work than their white counterparts, living in affluent areas (1999: 207). Elliott (1999) additionally found that low-skilled workers are twice as likely to use and acquire jobs through ties with neighbours, than high-skilled, white workers (1999: 208). Additionally, he found that the majority of work was found through strong-ties (family and friends) and not weak-ties (acquaintances) (1999: 209). Therefore, the aim of this dissertation, is to understand why, as Elliott (1999) indicates, word-of-mouth is being used and in turn understand the mechanisms shaping this. In doing so the research aims to show

that word-of-mouth recruitment and strong-ties can assist in providing work opportunities to those who reside on the periphery of the city.

Crankshaw and Goetz (2010), in their study of managers and workers throughout Cape Town that the recruitment strategies of businesses involve social networks amongst co-workers and former employees. A range of workers were interviewed from shelf-packers to cleaners and cashiers. These networks spanned the whole of Cape Town with workers from the 'ghetto' being interviewed for jobs in the suburbs. The ubiquity of the social network recruitment ensured that workers residing in the excluded Ghetto have widespread information regarding job opportunities (2010: 7-8). The research found that the social imperatives driving the functioning of these businesses give rise to the use of social networks that ultimately lead to the spread of information regarding job opportunities. The depth of the relationships amongst staff occur because all levels of staff work closely together (2010: 8-9). Chapple goes onto explain the expansiveness of networks in businesses reveal that moving minorities to suburban areas and improving transport will not necessarily improve labour market outcomes because of networks and the significance of workforce intermediaries (2006: 323). In addition, an ISSP survey analysed by Franzen and Dominik (2006) found that a large proportion of individuals obtain work through networks and individuals with friends at place of work reported a higher income (2006: 363). Network recruitment has proved successful and businesses are unlikely to change this recruitment strategy because as Devins and Hogarth argue business imperatives drive the type of recruitment method used (2005: 251).

Hypothesis 3: *In-house recruitment allows those who have been recruited through word-of-mouth to have long-term prospects of employment. Mechanisms within businesses mean that in-house recruitment is pivotal to their functioning.*

Research indicates those who use strong-ties to get work do not have prospects in terms of long-term employment. This is part of the argument held by Granovetter (1973). However, once again, this is context specific based on the mechanisms within business. The interviewers, for this dissertation, indicate that businesses are recruiting people from within and those who were recruited through word-of-mouth face the prospect of long-term employment. This is because in-house recruitment is a functional tool used in these businesses.

University of Cape Town

Methodology

Chapter 2

Methodology

Aim of research:

The aim of this dissertation is to explore the mechanisms shaping the choice of recruitment methods in Cape Town businesses. By doing this the dissertation aims to understand the relationship between recruitment and space and the impact this has on the spatial mismatch in Cape Town. Finally, the research will assess if the recruitment methods, exacerbate or reduce the effects of the spatial mismatch.

Design

Bearing this question in mind, a qualitative research design was chosen. Consequently, the formulation of my sampling, methods for data collection and data analysis are embedded in a qualitative research design. The reasons for choosing a qualitative research design are as follows:

The logic of qualitative research is that it aims to study a social phenomenon or social action from the perspective of the “social actors” (Babbie & Mouton, 2007: 270). The main aim of qualitative research is to gain an in-depth understanding of a particular social situation and in doing so “describe and understand” a particular phenomenon (Babbie & Mouton, 2007: 270). The aim is to not to generalise, instead it is to gain an understanding of situations in their given context and in doing so be able to gain access to detailed information about the subject being researched (Babbie & Mouton, 2007: 270). It also aims to conduct research

within a natural setting as oppose to the artificial settings found in the quantitative methods of surveys and experiments (Babbie & Mouton, 2007: 270). It also provides the researcher with what is termed the “insider perspective” or in more academic terms, the context that comes from the details given by the social actor and the explanations that conversation and observation provide that often elude quantitative research (Babbie & Mouton, 2007: 271). Therefore, “events, actions and processes are understood in their context” (Babbie & Mouton, 2007: 272). This contextual element is important because it gives certain phenomenon their meaning and enables the researcher to understand the complexities of social phenomenon.

Therefore, the decision was made to use qualitative research because within the debate of spatial mismatch thesis I wanted to understand the mechanisms shaping recruitment within Cape Town businesses and how this impacts the spatial mismatch. Most of the studies that have been conducted at present have looked at recruitment and the spatial mismatch from a purely quantitative approach (Granovetter, 1978; Elliott; 1999) and therefore, have not fully been able to describe the social processes and business mechanisms shaping recruitment methods. Therefore, the research required a qualitative and descriptive understanding of the dynamics shaping recruitment methods. This would provide a qualitative interpretative framework in which the research could assess the relationship between recruitment methods and the spatial mismatch. More importantly, all of this description needed to occur within the context of different businesses and this could only be achieved through qualitative engagement with business owners and employees. The aim

of the research was to avoid generalising the concepts of spatial mismatch thesis and the recruitment strategies of companies.

To be more explicit, reference needs to be made to the logic of quantitative research designs and how this compares to the logic of qualitative research and what this means for the research question. Quantitative research aims to “measure the properties of phenomenon through quantitative measurement” such as the use of variables (Babbie & Mouton, 2007: 49). The aim of this kind of research design is to create an explanation and prediction paradigm and in doing so generalises why certain social phenomenon take occur (Babbie & Mouton, 2007: 273). However, as stated above we are not trying to measure properties and in doing so separate the explanations from the context (Babbie & Mouton, 2007: 273). The context is important and therefore, a quantitative research design was not adopted. We also want to avoid generalising so that we can access the nuanced elements in the study that can shed new light on the processes shaping recruitment methods and impacting the spatial mismatch. This research therefore acknowledges that recruit methods are not separate from a recruitment strategy and the strategy is not separate from the context in which it has been shaped. Therefore, the context that qualitative design was able to give, is key.

Research Method

Therefore, this required the use of qualitative research methods. The research method used was that of the interview and the semi-structured interview was chosen. This is related to

the above aim of accessing description and context and the semi-structured interview achieves this in the following ways: Firstly, semi-structured interviews encourage the exchange of dialogue (Mason, 2002: 62). They have certain themes and questions but aim to have the maximum amount of dialogue that can allow for spontaneous questions to emerge on the part of the interviewer and responses from the interviewee that raise/ allow for description and the delivery of contextual information (Mason, 2002: 62). Qualitative interviews are used in order to extract information that is nuanced, in-depth and complex and in doing so aims to gather context and meaning within the given context rather than the broad information that would be accessed through the deployment of a questionnaire or survey (Mason, 2002: 65). Interviews also allow for a situation to be understood where the research requires an examination of processes of social change and the process of social meaning (Mason, 2002: 65). The element of the process becomes important in research like this because we want to understand the processes attached to the specific recruitment methods. For instance, why are businesses using the walk-in recruitment method? Are there social mechanisms impacting it? What are the exact business imperatives shaping it and how do these elements work together to shape walk-in recruitment?

Therefore, I conducted interviews with 11 business owners or managers in Cape Town and where possible, employees. Most of the interviews were between forty-five minutes to an hour. I had broad themes and questions. The themes were as follows: What are your recruitment methods? Why do you use this recruitment strategy? Why this method and not newspapers or recruitment agencies? Who are you able to recruit with this method? Is your

recruitment strategy geographically limited? How has the recruitment strategy benefitted your business?

Sampling

Considering that the research design is qualitative, and the method used was semi-structured interviews the sampling takes on a definite the logic within this paradigm. Firstly, sampling is the “process of selecting observations” (Babbie & Mouton, 2007: 164). There are two conditions governing the validity of a sample, namely, “the nature of the data observed and the method employed in selecting them” (Lundberg, 1939: 135).

In the case of the research on the spatial mismatch in Cape Town, non-probability sampling was used. Non-probability sampling is not random as in the case with probability sampling (Babbie & Mouton, 2007: 166). We deployed purposive and judgemental sampling, which falls under non-probability sampling (Babbie & Mouton, 2007: 166). Purposive and judgemental sampling is based on ones knowledge of a population or in our case the trends in recruitment methods (Babbie & Mouton, 2007: 166). Therefore, the sampling is based on ones judgement of a specific region or population (Babbie & Mouton, 2007: 166).

Therefore, the reason I deployed this is because I had knowledge about the fact that businesses were using word-of-mouth recruitment and walk-in recruitment. Therefore, there was an understanding that certain trends were emerging in recruitment. Therefore, I

decided to access businesses in the dominant economic nodes of the southern suburbs, and the CBD and especially those that had a large amount of low-skilled workers. Once again this kind of sampling therefore enables the context to be assessed because there is an awareness of the dynamics of the sample and the sample is specifically chosen in order to gain access to the context of a specific phenomenon. Therefore, this kind of sampling falls into the paradigm of qualitative research, which aims to gain access to the context, the detail and the nuances embedded in social phenomenon.

To explain the motivation behind this choice in sampling method, an assessment of other sampling methods needs to occur. Snowballing sampling is considered accidental sampling and is used when members are difficult to locate. However, this was not the case in this research and therefore a sampling method like this would have been inappropriate.

Analysis and veracity

Due to the qualitative paradigm used, I used elements of qualitative data analysis to interpret my data. I chose to use some of the elements of grounded theory but not all of them. However, I did start with the process of opening coding. According to Babbie and Mouton, "open coding refers to the creation of certain categories pertaining to certain segments of text" (2001: 499). Fielding and Lee go on to explain that this is the initial process of coding that forces the analyst to break the data into segments and make interpretations about those segments of the data (1998: 32). They state that the open coding is the creation

of concepts through the process of questioning and asking what is this segment of data saying (Fielding & Lee, 1998: 33).

I used the open codes as a navigational tool with which to assess the themes that arose in the data. The open codes proved to be useful in terms of finding common patterns. The process of data analysis is iterative and the open codes allowed me to move back and forth between certain themes explored in the interview. I employed certain key techniques of grounded theory but did not employ grounded theory to the full extent and part of the reason for this was because I did not want my thinking to fall too much within restricted codes. The technique I always tried to keep in mind was that of constant comparison (Fielding & Lee, 1998: 41-42). I also tried to compare themes that emerge in one transcript to another and in doing so, allow for the comparative framework to shape my analysis of the data. This maintained the integrity and veracity of the findings.

Findings and Analysis

University of Cape Town

Chapter 3

Findings and Analysis of the Restaurant Industry:

Mechanisms shaping the walk-in recruitment method and its impact on the spatial mismatch in the city of Cape Town

Most research on recruitment methods and their interaction with space only explore this from the position of the job-seeker. The aim of this dissertation is to look at recruitment from the employers' perspective. In addressing it from this viewpoint, this chapter hopes to explore the mechanisms driving recruitment and in doing so offer solutions to the spatial mismatch in the City of Cape Town. Therefore, this chapter is predicated on the assumption that recruitment methods and space 'interact' together to either exacerbate or reduce the effects of the spatial mismatch in the City of Cape Town. This chapter will explore the walk-in recruitment from the perspective of managers in charge of recruitment.

Walk-in Recruitment and Geographically Limited Pool of Waiter Recruits

Arnold's and *Da Vinci's on Kloof* recruit their waiters through the *walk-in recruitment method* (Refer to Appendix A & B). This process entails job-seekers walking into restaurants and approaching managers about waitressing vacancies. Generally, the waiters appointed through the recruitment method, range from students, to foreigners and matriculants. Most of the current waiters working for *Da Vinci's on Kloof* and *Arnold's*, reside in Gardens or the surrounding areas of town, such as Woodstock and Saltriver. None of their waiters reside on

the periphery of Cape Town (in areas such as Gugulethu, Khayelitsha, Mitchell's Plain and Manenberg) and therefore, their pool of recruits is geographically limited to Gardens.

The walk-in recruitment method affects the job-seeker in the following way: Findings indicate that successful applicants have knowledge of the *spatial-economic* and *spatial-cultural* aspects of restaurant recruitment in Gardens. According to *Arnold's*:

I look at what time they come and look for a job. If someone comes in on a Saturday, when we are running a queue, looking for a job, I am not even going to give them the time of day (Refer to Appendix B).

Typically, individuals who have this knowledge are those who frequent Kloof/Gardens and have an awareness of the peak times within *Arnold's*. People living on the periphery of the city would have to have regular 'interaction' with this space to be aware of this. However, the spatial disconnection and transport costs make this kind of 'spatial knowledge' hard to attain. Additionally, *Da Vinci's on Kloof* says there are seasonal patterns in restaurant recruitment from Gardens to Camps Bay:

In Camps Bay, it is very seasonal. You will find that some waiters go and work there for the summer, restaurants will up the number of waiters they employ because they are working on a causal basis and then a lot of waiters will leave now because the winter is coming and all those restaurants are empty. So they might come here and go to the Waterfront to see if they can get job there during the winter month and then they will go back to Camps Bay (Refer to Appendix A).

This is indicative of the spatial-economic structure of the restaurant industry during different seasons. During the winter, Camps Bay restaurants are empty and therefore, recruitment is slow. Waiters then move to the Waterfront, where the likelihood of finding a job increases. Once again job-seekers on the periphery of the city are likely to be disconnected from this information. Moreover, *Da Vinci's on Kloof* and *Arnold's* state that

their kitchen staff members spend R21 a day getting to work. The cost consists of the following:

R 5 or R6 from whichever location they are staying in to the Nyanga terminal and then R10 from Nyanga terminal to town and the R5 to our street. That's all taxi.

This cost is exorbitant for someone who is unemployed and can serve as a hindrance in the decision to pursue work. Stoll and Raphael (2000), explain that transport costs are a significant consideration when deciding on job search strategies and therefore, most low-skilled workers living far from suburbs search within areas that are limited in employment opportunities. *Arnold's* argues that the geographically limited nature of the recruitment suits the needs of the industry. The industry dictates that waiters work late at night. If they stay within walking-distance or in close proximity to the restaurant they can get home easily and be on call in cases of absenteeism.

Gibillion and Zenou (2007) explain that lack of transport and disconnection from these areas, shaped by economic and social isolation; disconnect those living on the periphery of the city from knowledge about job opportunities. Data indicates that this knowledge is more than just information publicised in newspaper advertisements or a sign in a window; it is also predicated on spatial-economic and spatial-cultural knowledge, acquired through frequenting or residing in the suburbs. Therefore, the walk-in recruitment method is geographically limited and job-seekers living on the periphery of the city would not be able to obtain positions as waiters. This is particularly unfortunate because both restaurants state the prior training or skill is not a prerequisite when applying for a waitressing job. Therefore, low-skilled workers, living on the periphery of the city, could benefit from skills

training provided within these restaurants. Could this problem be solved by changing the recruitment method used by *Arnold's* and *Da Vinci's on Kloof*, to one that could reach people on the periphery? This is a complex question because the walk-in recruitment method has an intricate set of social mechanisms driving it. According to these restaurants, the social mechanisms assist in the functioning of the restaurant. The narrative of the social mechanisms driving the recruitment method is as follows:

1. 'The Secret Ingredient': The Walk-in Recruitment and the 'First Impression'

Research on recruitment indicates that managers use methods like the walk-in because it is cost-effective, especially in the instance of low-level jobs (Braddock & McParkland, 1987: 7). However, *Da Vinci's on Kloof* and *Arnold's* use the walk-in recruitment as part of a socially driven *recruitment strategy*. Both restaurants privilege the walk-in recruitment method above advertising, recruitment agencies and informal methods, such as word-of-mouth, when recruiting waitressing staff.

Arnold's and *Da Vinci's on Kloof* argue that within the casual dining industry, the personality of the waiter is the most important consideration and the walk-in recruitment a) allows for approximately ten walk-ins per day at *Da Vinci's*, and therefore it provides a large enough pool of applicants for management to be fastidious in their choice of employee but not too large, as is the case with advertisements, to overwhelm them (Refer to Appendix). The fact that the walk-in recruitment allows them to be more selective, means that they can find the kind of personalities they need for relaxed and casual dining and they argue that the walk-in recruitment b) aids them in accessing a '*first impression*' of the applicant. Their immediate reaction to the applicant then serves as an indication of how the waiter will be received by

the customer. This is important to managers because they believe that customers return to their restaurants for the waiters and the '*dining experience*' created by them (Refer to Appendix).

According to *Da Vinci's on Kloof*:

If I need somebody and out of those ten that walk in somebody seems to be the right person, I will say, 'okay fine - come I will give you a chance'. Here it's very much a case of you are hiring for attitude as opposed to skill. If you have got enthusiasm, we will train you' (Refer to Appendix A).

Arnold's expresses a similar sentiment:

We don't advertise as such with the waiters. It's when people walk-in and obviously your first impression is the main factor. We don't have to just take anyone; we can be selective which makes a big difference. And then, ya, it is that first interaction that they make, makes you think yes or no. (Refer to Appendix B).

According to *Arnold's* and *Da Vinci's on Kloof*, the 'first impression' includes a number of factors such 'a vibe' and an 'attitude' that will immediately engender interest on their part (Refer to Appendix). The seemingly blasé notion of 'the vibe' and 'attitude' in fact alludes to a distinctiveness of criteria that exists within the restaurant business. Individual personality and charisma is paramount. They also assess the presentation, looks and neatness of the applicant (Refer to Appendix B). In addition, *Arnold's* says they listen to tone of voice and view the level of eye-contact. Moreover, they argue that the attitude should encompass a disposition and traits that show initiative and enthusiasm (Refer to Appendix A & B). Interestingly, when recruiting for jobs that do not require high levels of skill, it was found that employers made an immediate decision about applicants based on "impressions gained from the job application form or during the personal interview with the candidate" (Braddock & McPartland, 1987: 18).

Therefore, the walk-in recruitment method is the ‘secret ingredient’ and is the first link in the chain that shapes their dining ethos. The essential argument is – the walk-in recruitment method, thrives on the ‘first impression’ because it evinces elements of the personality that are most useful in the restaurant industry, namely, the ability to engage and entertain (Refer to Appendix A & B). This creates a dining experience for the customer, which keeps them coming back. However, those who reside on the periphery of the city cannot afford to pursue a recruitment strategy of this nature and therefore, they are unable to get work as waiters in restaurants like *Arnold’s* and *Da Vinci’s on Kloof*.

1b. The Social Mechanisms Behind the Walk-in Recruitment

The walk-in recruitment method used to employ permanent and part-time waiters at *Arnold’s* and *Da Vinci’s on Kloof*, respectively, is driven by two distinct social mechanisms.

The first mechanism is attributed to the fact that the restaurant business functions on face-to-face service. However, for management at *Da Vinci’s on Kloof* and *Arnold’s* it is even more significant than just face-to-face service. Their restaurants work on the premise that eating out is about creating ‘an experience’ for the customer (Refer to Appendix A & B); and the ‘experience’ comprises of entertainment, communication and interaction and the waiter’s personality and presentation drive this recreation (Refer to Appendix A & B).

Consequently, assessing the first impression, through walk-in recruitment, is essential to the finding someone who can essentially ‘perform’ of the restaurants dining philosophy. This is significant because according Murphy et al (2009) “casual dining restaurant tries to capture the consumers’ attention by creating a theme and a brand that seems to represent an

extension of the consumer and much higher service levels than the quick service restaurants” (2009: 202).

Emphasis is placed on the tenets of this method when the aforementioned restaurants state that their primary concern when employing new waiters is not skill but personality and its role in fostering a rapport between customer and waiter. *Da Vinci's on Kloof* states that recruitment methods at a ‘silver-spoon’ restaurant would be antithetical to theirs because they do not employ novices because their primary concern is not personality but the skill. *Da Vinci's on Kloof* and *Arnold's* argue that personality is of necessity and any skills needed can be taught through in-house training. Importantly, this mechanism yields three key benefits to the restaurant business, namely; easy suggestive-promotion of food and drinks, a loyal customer base and swift service during peak periods such as breakfast and lunch.

The second social mechanism is attributed to the interaction and communication between waiters, managers and barman and its significance in the process of teamwork. *Arnold's* says that when a waiter walks in, they also use the ‘first impression’ as a measure of how the individual will be able to work in a team. This is important because teamwork functions in tandem with the waiter’s personality to provide consummate, prompt service. *Arnold's* limns the pertinence of teamwork during holidays like New Year’s Day and busy weekends. These are all mechanisms which underscore the cultural and economic knowledge of the restaurant industry are more exclusive than would otherwise be perceive.

Therefore, the above mechanisms shape the recruitment method and start with the restaurants need to find a persona or character that customers can interact and connect with and in doing so create a 'dining experience' that moves beyond the food, mixed with speedy service and teamwork. According to Braddock and McPartland (1987), when recruiting for both low and high skilled jobs, the attitude of the individual weighs as much in the consideration of employment as skill (Braddock & McPartland, 1987: 13). To employers the correct attitude includes being able to work in a team and showing potential for leadership (Braddock & McPartland, 1987: 13).

1c. The 'performance' of the dining ethos: 'Fish' and 'Africa'

The walk-in recruitment method is predicated on finding a persona. This method is a moment in which the first impression can be analysed and the suitability of the possible employee, assessed. Significantly, these restaurants managers state that they use this first impression - that proverbially occurs within seconds - as a final determination and therefore, often do not conduct a lengthy formal interview or require an extensive Curriculum Vita. When asked to describe the personalities of the waiters they have been able to access through this recruitment method, Da Vinci's says their waiters are "flamboyant" (Refer to Appendix A). At this point it is germane to discuss 'Fish' and 'Africa', to understand what they mean. *Arnold's* and *Da Vinci's on Kloof* humorously reflect on waiters with personas that have charmed their customers. They are affably known as 'Africa' and 'Fish'. *Da Vinci's on Kloof* discusses 'Africa':

'Africa' - he calls himself 'Africa' and when he sees customers, he says, 'hi, my name is Africa [jovial tone] because he does it and he is quite flamboyant, people remember because it is a strange name and immediately people's faces light up

when he comes and says, 'hi, my name is Africa and I am going to look after you tonight'. Especially the kids, the kids love him (Refer to Appendix A).

The manager at *Arnold's* talks about 'Fish', a waiter that worked with him some years ago:

He had that communication with the customer. His nickname was 'fish'. He always found something to link with the customer and he would write it on the bill. Eight out of ten customers would ask for that bill and keep it, that copy. It was just the way he was and that was what it was about. I was told, when I trained as a manager, that you are on show; you are on the stage when you are on the floor [of the restaurant] (Refer to Appendix B).

This is not some odd caricature or bizarre phenomenon; according to *Da Vinci's on Kloof* and *Arnold's* this lies at the core of the casual, informal restaurant, which functions on personalities that generate relationships. 'Fish' and 'Africa' fulfil this essential; they are friendly, engaging and they entertain. As an example of what the managers mean, they reference other restaurants such as the Spur and *Da Vinci's on Kloof* says "some restaurants make their waiters get dressed up in funny outfits and do tricks because it is all about the entertainment" (Refer to Appendix A). *Arnold's* and *Da Vinci's on Kloof* argue that customers enjoy the experience created by their engaging waiters and return to the restaurant for the waiters. *Arnold's* says:

We are very relaxed here. We are not strict and rigid; so customers come back for the waiters, basically. It is important that the waiters' personality comes through because that's what customers come back for. Otherwise I might as well have robots here, you know, it's what customers come back for; that interaction, it's that person. Yes, our food is good, we are not expensive, it is fast [and] it is what people come for as well but if you go up to any of the customers sitting here they are going to tell you that it is the interaction with the staff that they enjoy (Refer to Appendix B).

This informs choice of their recruitment method. However, is it a process that includes or excludes certain parts of the population, based on knowledge only accrued through exposure to Gardens, Kloof. Waiters 'perform' all the elements of the dining ethos and in doing so they create positive dining experience but also produce positive spin-offs for these two restaurants.

1c. Spin-offs of a Full Dining Experience

The relationships created between waiter and customer creates three interesting dynamics in the restaurant. First, according to *Arnold's* and *Da Vinci's on Kloof* customers return because of the 'experience' created by the waiters and in turn become regulars. Therefore, *Arnold's* and *Da Vinci's on Kloof* amass a loyal following, ultimately profiting the business. This dynamic has a domino-effect because waiters then get to know customers well, memorising their names and orders. This is particularly pleasant for families who regularly have pizza at *Da Vinci's on Kloof* or convenient for businessman and working people who have their breakfast at *Arnold's* just before work starts. Managers value this and they even make an effort to remember customers names and their orders (Refer to Appendix A). These restaurants refer to this as recognition and value it, saying:

That's what you want, you want recognition and when you come back next week, and they say, 'Ah, Anya [interviewer] how are you?'. You feel good because you have been recognised and people want recognition, they don't want to be just a number. That's why it does not work at those tables where you push a number, because you don't go out purely just to fill your stomach, the whole KFC and that lady, it is less important to have that kind of interaction, you probably still want to talk to a face but it is not that important. When you go to a restaurant, it is all about the experience and people want to be recognised (Refer to Appendix A).

According to *Arnold's* recognition and memory of customers is important for the more idiosyncratic orders:

We have a lot of regulars as well so it is important that the waiters recognise the regulars [and] it is about recognising people [and] acknowledging them. Some customers like their drinks after their breakfast only, some customers like to finish their drink first before their breakfast comes. There is one guy that, he always gets his coffee and his breakfast is already there and he does not enjoy his coffee because he has not had a chance to drink it. He knows that our service is that fast so he'll come and order his coffee and he won't order his breakfast yet or he'll order his breakfast but he'll say 'I only want it after my coffee'. But the waiters know him now, so they know that's the way he likes it (Refer to Appendix B).

Secondly, the restaurants have their unique set of industry demands - they get extremely busy and rushed and the recognition so talked off has positive spin-offs when restaurants

are busy. *Arnold's* says that their breakfasts are their peak time and are prepared at a fast pace. *Arnold's* says "our breakfasts are very fast here, it takes five minutes and then they are ready". The Manager says that the relationships between waiter and customer and recognition help during this hectic time of the day because the waiter:

Know[s] that that person likes cold milk with their coffee for example, that person like sweetener, that person only has coffee and a newspaper, this person likes his eggs over easy, those kind of things. That's why, especially during the day, we keep the same waiters because during the day is a lot different to the night: it is a lot faster. The pace is faster, people have to get to work or are on their lunch break, you know, so it is a different level of service (Refer to Appendix B).

The difference between night and morning service means that the recognition dynamic serves the restaurant and they use the more experienced waiters who have created those relationships during the day.

Thirdly, another function of these relationships is that the eating experience is also about selling food to the customers in a very subtle way, called suggestive-selling. The waiter does it through reading the customer, communicating with them and creating an 'experience'. Therefore, the restaurant managers state that the ability to communicate and create the experience is no doubt a functional dynamic in the restaurant. If a waiter successfully communicates with his table, he is able to sell more and provide better service. Therefore, quite interestingly, the charisma and amiability, used to create relationships between customer and waiter, end up serving as commodities within the restaurant industry by increasing the loyal customer base, aiding suggestive selling and helping them provide speedy service during breakfast and lunch, which are peak and busy periods of the day at

Arnold's. Therefore, the recruitment method and the staff it accesses create a series of domino-effects that ultimately shape the dining experience and benefit the business.

2. Teamwork

Teamwork is pivotal to the restaurant industry. It is important that the waiters, barman and managers are able to communicate with each other and in doing so work well as a team.

Arnold's says that with the walk-in recruitment method and the significance of the 'first impression' serves to assess if the individual has a friendly, engaging personality that will work well in a team. According to *Arnold's*

If I get a good vibe from the person when I am talking to them when they come and ask for a job, they have got a better chance of getting the job than someone that I don't feel that way. Because, at the end of the day we have all got to work together (Refer to Appendix).

The 'good vibe' is fully entrenched within the restaurant nomenclature; not simply because working with a pleasant individual is nice but because it serves as a measure of how well the individual will work in a team. This is particularly interesting because the employees have to play an intricate balancing act between being hired for their individuality and flamboyancy and their ability to then channel this affability into working well within a team. And when asked about what makes the restaurant function so well on a day like New Year's or busy mornings *Arnold's* says:

Teamwork is a big factor; you have got to be able to work together because it just makes it easier (Refer to Appendix B).

2a. New Year's Day at *Arnold's*: An Engineer of Synergy

Arnold's seats approximately 130 customers, comfortably. Serving all these people, particularly on day like New Year's, when they run a queue, is dependent and reliant on teamwork and synergy. According to *Arnold's*, on weekends they generally steer away from bookings because they get so busy. On New Year's Day, the puzzle pieces increase. They have three managers on duty, a hostess, a runner, an individual who makes toast for the entire day, eight waiters and three barmen. According to the *Arnold's* manager, despite the fact that they run a queue on New Year's Day no one waits longer than thirty minutes for a meal. He attributes the success of the restaurant to teamwork.

The teamwork has many layers to it; first, due to the fact that breakfasts are so fast, another waiter may end up taking the food to a section that is not assigned to them, in order to get the meal to the customer. Secondly, to make the job easier for the waiter the barmen should pay attention to the number of drinks ordered per table and then if it is more than two, place it on a tray. Thirdly, if a table moves, waiters need to transfer the table for the waiter in another section and change the slip, so that any waiter can see the change and take the food to the necessary table. The manager says the most important factor is communication amongst waiters (Refer to Appendix B). The walk-in recruitment method and the first impression is the 'moment' in which he assesses whether the individual will be able to work in the team and whether they have the 'good vibe', so important to the dynamics and level of teamwork at play in the restaurant. This teamwork is important to them and the manager at *Arnold's* says that due to teamwork on New Year's Day:

Two years back, Cafe Sofia next door opened at eight in the morning [and] we opened at twelve. The turnover they did from eight o' clock in the morning to one o' clock in the afternoon, we did in our first hour of being open (Refer to Appendix B).

The teamwork and all the time spent together means that staff members at *Arnold's* have become like a family. While working as a team, waiters also have to individually take care of their tables; by entertaining them as stated above, but also by taking the correct order, setting the table correctly according to the specifics of the order and clearing the table at appropriate times. Therefore, there is often a fine balance that needs to be struck and it is not an easy process. Hence, the chosen recruitment method serves to foresee the way in which an employee will handle these situations. What remains a challenge is the ability for an individual to access these areas. However, the walk-in recruitment method, predicated on the cultural and economic ethos of the restaurant, does not assist in beginning this process.

The Two Locales and the Spatial Mismatch Thesis

Conceptually it is interesting to look at the geographically limited recruitment in terms of two locales. The first locale is the *casual dining restaurant: Arnold's and Da Vinci's on Kloof*, have their own distinct social milieu that shape their recruitment method. This milieu is made up of interaction, entertainment, service and even has hints of a thespian reality. These dynamics within the restaurant space require that the restaurant uses a recruitment method that helps them access an individual who has shown initiative, someone who presents themselves to a manager and sells their ability to 'perform' the dining ethos, making it a reality for the restaurant. The walk-in recruitment permits managers to gain a first impression and assess how customers would receive this individual. These *social-mechanisms*, within the restaurant industry and its significance in terms of creating a

positive experience for the customer, assists the restaurant in creating a loyal client base, aids the suggestive-selling of food and helps with the demands of fast-paced service.

The second locale is the periphery of Cape Town. The periphery is made up of areas such as Gugulethu, Khayelitsha, Nyganga, Mitchell's Plain, Manenburg and Atlantis, to name a few. These are sites of high unemployment, abject poverty and crime. However, due to the walk-in recruitment method used by *Arnold's* and *Da Vinci's on Kloof*, waitressing work cannot help these people out of their poverty or unemployment because the recruitment method is geographically limited and is unlikely to change because of the social processes that shape it. There is a spatial mismatch and the walk-in recruitment method exacerbates it.

Kain (1968) argues that commuting costs for those living far from suburban centres of work, make finding employment, difficult. A formal recruitment method like the walk-in recruitment, used by managers in the casual dining industry, would arguably feed into this mechanism creating a dynamic in which those living on the periphery of the city would find it difficult to get into waitressing work (Elliott, 1999: 206). The realities of these two locales mean that the spatial mismatch continues. The next question is, what recruitment strategies are other businesses using? Why are they using these methods and do these methods change the geographic nature of recruitment?

Chapter 4

Word-of-mouth recruitment

The mechanisms impacting the choice of word of mouth recruit and its affect on spatial mismatch in Cape Town

The businesses interviewed are as follows:

1. *Snippets* - a boutique hair-salon
2. *Douglas Jones* - a warehouse and importers, tile and mosaic company
3. *Prema Raciti Construction* - a construction company working on government tenders and ministerial work
4. *Limnos Bakery* - a coffee shop and bake-goods company
5. *Pick 'n Pay Family Store* – a food wholesalers company
6. *Da Vinci's on Kloof* - a restaurant specialising in pizzas, pastas and salads
7. *Arnold's* - a restaurant serving popular South African game
8. *Aska Property* - a land development company
9. *South African Breweries* - a beer brewery
10. *Barons* - a car sales and repair company

The milieu of *Da Vinci's on Kloof* and *Arnold's* has shaped their determination to use the walk-in recruitment method when hiring waiters. This has exacerbated the spatial mismatch and means that workers living on the periphery of the city cannot find work as waiters at *Arnold's* and *Da Vinci's on Kloof*. Therefore, the mechanisms within the restaurant industry have a powerful impact on the recruitment method and spatial disconnections in Cape Town. However, are there recruitment methods being used in other businesses that can transcend the effects of the spatial divisions in the city of Cape Town? Findings show that all the businesses interviewed are using word-of-mouth recruitment in their businesses and in doing so have been able to employ workers living on the periphery of Cape Town.

Granovetter (1973) would argue that the social mobility of subaltern groups can only be realised through the use of weak-ties. However, data indicates that Cape Town suburban businesses are utilising the word-of-mouth recruitment, especially ties of family and friends (strong-ties) and in doing so are accessing job-seekers on the periphery of the city.

Therefore, this dissertation posits that word-of-mouth recruitment and particularly those that rely on strong-ties have a functional imperative within certain businesses and overcome geographically limited recruitment methods that entrench the consequences of the spatial mismatch. Therefore, the role of these networks within business would suggest that those living on the periphery of the city can in fact secure employment through word-of-mouth and strong-ties. This supports Elliott's (1999) findings that most job-seekers, residing far from suburban centres of work use word-of-mouth and strong-ties to find work. However, both of these researchers use quantitative work to analyse the use of networks and therefore, the second aim of this dissertation has been to use qualitative research to understand the underlying mechanisms shaping word-of-mouth recruitment in businesses across Cape Town.

This dissertation posits that there are certain 'sites' in which the use of word-of-mouth recruitment and strong-ties is more advantageous in the pursuit of employment. These 'sites' are those that rely on the relationships or connections between family, neighbours and friends to meet the needs of their businesses. The interviews indicate that businesses rely on their current staff members to use their contacts to assist them in finding skilled staff, to help them to reduce turnover, to locate pleasant staff, to meet business imperatives and to find staff that will fit into the company culture.

1. Skills

As stated in the previous chapter, low-skilled workers chances of gaining waitressing work in Gardens, is not high. However, the kitchen presents a different set of dynamics. *Da Vinci's on Kloof*, the Garden's based restaurant discussed in the previous chapter, uses word-of-mouth when recruiting kitchen staff. The kitchen is made up of grillers, pizza-makers, pasta-makers and cleaners. However, there is no precise division of labour because *Da Vinci's* expects the kitchen staff members to be multi-skilled. The primary mechanism behind the word-of-mouth recruitment is the requisite to find skilled kitchen staff and *Da Vinci's on Kloof* believe that their current kitchen staff possesses an 'insider's knowledge' of the business, acquired from their five years or longer tenure at *Da Vinci's on Kloof*.

The word-of-mouth recruitment method is the antithesis of the recruitment method used for waiters. This is because restaurant recruitment for the 'front-of-the-house' or the restaurant floor is predicated on the need to acquire staff with 'soft' skills and therefore they use the walk-in recruitment method. However, when recruiting staff for the 'back-of-the-house' or the kitchen, the restaurant industry requires staff with 'hard' skills and experience and their current staff members exploit their associations to find the 'type' of staff *Da Vinci's on Kloof* needs. These associations are typically made up of black family and friends who reside on the periphery of the city in areas like Gugulethu, Nyanga and Khayelitsha. The manager says:

From the kitchen staffs point of view, I can say to the staff, 'okay fine I need somebody to use as a griller' and maybe somebody who is a griller here knows somebody in the location who is also a griller who might not have a job at the moment or whatever. So I will say, 'I need a griller', and they will so, 'okay fine', and they might bring two or three people along who have grilled before and I can interview them and see and say, 'okay fine, come along let me see what your skills

are, what your attitude is like', and there we go. Whereas when it comes to a recruitment agency, first of all it will probably cost me a lot of money and I don't think that there are too many recruitment agencies [that] will find me the kind of person that I want (Refer to Appendix A).

They also argue that recruitment agencies will not understand the requirements the way their current staff do:

It is very hard to understand if I say I want a griller. My staff [members] understand when I say I want a griller what I want. If I go to a recruitment agency and say I want a griller or put an advertisement in the paper perhaps I can get something completely different to what I want. They [current staff members] have been in the industry, so they know (Refer to Appendix).

Da Vinci's on Kloof argues that a lacuna or redundancy in skill can arise if other recruitment methods are used because skill requirements differ across restaurants. They argue that their current staff members are the only individuals who are conversant of *Da Vinci's* skill expectations. This is evident in *Da Vinci's on Kloof* requirement to hire cooks and not chefs. The restaurant does not require somebody with the skill set of a chef and a recruitment agency would probably not appreciate this. Therefore, there is a distinction between skills in the restaurant industry and the 'type' of skill needed at *Da Vinci's on Kloof* and their current employees understand the difference and use their networks to find the category of skill needed at *Da Vinci's on Kloof*.

The manager and investor for *Da Vinci's on Kloof*, additionally argue that newspapers advertisements hold no functionality when recruiting kitchen staff. They argue that there will invariably be a disconnection between the 'site' of the advertisement and the physical location of the person they seek. Interestingly, there is acknowledgement on the part of this restaurant that if they want to reach people on the periphery of the city, a method that overcomes space and its limitations (Gobillion and Zenou, 2007), needs to be used. They

also state that most of their kitchen staff members come from Nyanga, Gugulethu and Khayelitsha. Therefore, when advertising on Gumtree, lack of internet access can act as a barrier to information regarding vacancies (Refer to Appendix A). In terms of newspaper advertisements they argue that a newspaper like the *Planesman* would occasion week late responses and other mainstream newspapers are geographically limited to the suburbs. Therefore, word-of-mouth, essentially accesses the job-seekers with the 'type' of skills needed at *Da Vinci's on Kloof*, across the spatial divisions in the City of Cape Town.

Prema Raciti Construction, located in Montague Gardens, has similar employment trends. *Prema Raciti* is a construction company, employing sixty black and coloured permanent construction workers, ranging from unskilled to skilled. All of the construction and administrative staff members reside on the Cape Flats in areas such as Gugulethu, Khayelitsha and Mitchell's Plain. *Prema Raciti* does their construction work for The Department of Public Works and the Provincial Administration of the Western Cape. These tenders result in the construction of township schools, hospitals, police stations and heritage sites. The company also does ministerial construction. This involves the building and refurbishing of houses and offices for cabinet-ministers and parliament. A smaller part of the business involves the construction and re-furbishing of private homes.

When looking for new staff members, *Raciti* advise their current staff members of the vacancies and word is spread amongst family and friends who also reside on the periphery of the city, in the aforementioned areas. *Raciti* says that their current pool of staff consists of several families and friends:

We have got families here. Barot turned eighty-one a month ago. He was here as a young man - as a labourer. We have got his cousins here, his brothers-in-law [and] all their family are here. I mean it has just come down from generation [to generation], brothers, sisters, everybody; they are all related (Refer to Appendix C).

Raciti uses word-of-mouth to locate skilled staff. Skilled staff members would generally be experienced painters, bricklayers and artisans. They argue that when using newspapers, first they get a surfeit of applicants and secondly, they find that there is always a discrepancy between the skills on the Curriculum Vita and actual skill. Management says it is particularly problematic because if they find a lack of fit in terms of skill, dismissing staff is complicated process. *Raciti* says their staff members have worked for them from ten to thirty years and are cognisant of the demands of the industry. Once again, knowledge of repertoire of skills needed in the specific businesses lie with the current staff members. Therefore, staff who live on the periphery, then refer their families or friends who also live on the periphery of the city. According to *Prema Raciti*

Your staff, especially your long term staff they know how you operate, they know what you require, they know if there is somebody that's good out there that will have a good career with the company (Refer to Appendix C).

It is important that *Prema Raciti Construction* find staff members with the right skills set. The construction business has many elements to it that require that they have good staff. One significant element is that each construction job has deadlines and once the deadline is exceeded, penalties are instituted. If penalties are incurred, it can be exceedingly expensive. There are very stringent processes in which the construction company is allowed to extend the deadline but they have to keep strict records of rain days taken, time allotted for the importing of products and days of suspended construction, in instances of exam periods when constructing at universities. This is even more pressing with regards to state tenders. According to *Raciti*:

You cannot just decide, 'well I am working slowly', it does not exist. You have to, there is a time frame. When you sign...the day you walk on the job is day one and the state is strict about deadlines (Refer to Appendix C).

What does this mean for the spatial mismatch?

The data indicates that word-of-mouth is being used within these two businesses and in the process is securing employment for workers living on the periphery. Firstly, in the case of Da Vinci's other recruitment methods fail to create a match in terms of the skills needed.

Therefore, recruitment methods like agencies and newspapers are useless to them. Raciti also argues that newspapers often fail to create a match between the recruit and the skill required. Therefore, both businesses have turned to their staff members as a viable option in the process of recruitment. This supports Elliott's (1999) notion that word-of-mouth is being used extensively and according to these businesses it is based on the need to find skilled staff or the type of skill they need. Therefore, the business imperatives or mechanisms have essentially created a 'bridge' for those living on the periphery of the city to gain work in the suburbs. Therefore, while Granovetter, talks about the bridges created by weak-ties (1973), it is clear that within the context of *Prema Raciti Construction* and *Da Vinci's on Kloof*, the bridge is created by the needs of the businesses and the fact that these needs require the use of word-of-mouth. The needs of the company become paramount and word of mouth allows these needs to negotiated and informally contracted prior to recruitment. Word of mouth therefore assists individuals in understanding their suitability and the requirements, much like an advertisement, accept it is accessible in the form of a family or friend and has a sense of direction.

Secondly, the workers on the periphery have a 'currency' in the form of their strong-ties. *Da Vinci's on Kloof* argues that when he asks his workers for a 'griller', their current kitchen staff members will know someone in the 'township', usually a friend or a family member. This means that township spaces and the connections between neighbours, friends or family are valued within the restaurant business because the *relationships* within these spaces assures *Da Vinci's on Kloof* that when he is looking for a griller, that he will get up to three people, with the skill, arriving for an interview. Erikson's (2001) research reports the fact that employers are starting to hire people for their social capital. In her study of a security company in Toronto, one of the reasons for hiring people was their social capital (2001: 143). The employers at the security company said they wanted people with contacts (2001: 143). Therefore, while this is based on industry contacts, it is clear that business imperatives are shaping the way in which employees are viewed. They are being viewed as people whose social capital can have a clear function within business (Erikson, 2001: 143). Therefore, word-of-mouth has a clear purpose in the restaurant and construction industry and it means that within these spaces the effects of the spatial mismatch are reduced.

2. Turnover

The turnover of staff is a pressing consideration for *Limnos Bakery*, *Prema Raciti Construction*, *Douglas Jones* and *Barons* in some form or another. Some of these businesses are concerned with keeping turnover low, while others exploit their current staff members' networks to provide them with staff precisely because of a high staff turnover. In both instances word-of-mouth is used as a tool to solve concerns around turnover.

Limnos Bakery (Refer to Appendix D) a bakery and coffee shop in Claremont and Seapoint is in the trade of baked goods for birthdays and special events. It is also a coffee shop with a section, selling confectionaries. They also have a coffee shop where light lunches are served. They employ waiters, bar staff and bakers through word-of-mouth and most of the staff recruited through this method are black and coloured and live on the Cape Flats. They also have a small factory in the northern suburbs, where they employ women to bake cakes. When employing waiters and barman for the coffee shop, they initially recruited students. However, they found the stint of employment amongst students was transitory due to holidays or the demands of their studies. They found that word-of-mouth solved this problem because staff would pass the word onto family members and these familial bonds meant that co-workers had a loyalty to the company and therefore, stayed as permanent workers. With regards to the factory, maintaining a stable labour force is important to them because it permits training to occur over a protracted period. They argue that this leads to a consistency in the quality of the product, which is important for the baking industry (Refer to Appendix D).

Prema Raciti has similar needs in terms of turnover. When asked about why they use word-of-mouth, *Prema Raciti Construction* states the following:

Because your staff, especially your long term staff, they know how you operate, they know what you require, they know if there is somebody that's good out there that will have a good *career* with the company. Because we are good employers, we look after our staff and you have got families here. You have got [a] grandfather [that] was here and it has come down three generations already that are still in the company. It is a much better way that (Refer to Appendix C).

In the above statement 'career' is the operative word. *Raciti* want their staff to have a perennial commitment to the company because of the investment in time and money that

goes into the training of their construction staff. The apprenticeship style of training takes place among co-workers but once workers become proficient, these skills are formalised, through courses and then trade exams (Refer to Appendix C). *Raciti* also give their workers incentives to train and improve their skills on the job. Therefore, the skills and training process occurs over a protracted period, with considerable monetary investment in each worker. It is apparent from the generational employment of families, that *Raciti* associates family employment with a decrease in the rate of turnover. *Raciti* says they look after their staff and therefore, they bring in quality staff. Therefore, there is an element of loyalty and responsibility in the process of recruitment. In addition, long-term employment of construction employees is a function of the apprenticeship-style training that staff members undergo to work on the construction site. According to *Raciti*:

If you take an artisan, if you have got a carpenter, you will give him an assistant and he will try out a few people. Let's say he has two assistants, he will then teach them the trade (Refer to Appendix C).

Raciti uses this system of training because skilled and experienced artisans and carpenters are difficult to find. They have also stated the number of people going into these trades has declined (Refer to Appendix C). This apprenticeship style of training is important because skills needed to work in the construction industry take years to perfect. *Raciti* describes how long it takes to learn bricklaying:

[You have to] know how much cement [must be under] the bricks. [It has to be] perfect when you cut, when you build face brick for instance, the outside must be perfect, the lines must be straight, the angles [and] it takes years (Refer to Appendix C).

Painting is also a skill that requires years of training:

Painting - there is an art to it. You have got to know how to apply products properly and how to finish it properly because you will get the learners that just paint and they will be painting over your window and over your window frame and you have

got to cut and you have to clean. It takes years of...it is from the knowledge from the guys that are in the know and the tricks of the trade. (Refer to Appendix C).

Therefore, the skills of the construction trade take years to learn and this is part of the reason that Raciti want staff to have 'career' with the company. However, it is also important for these skills to be perfected because these projects are gained through state tenders and therefore, mistakes cannot be suffered. Before the state grants these projects to *Raciti*, references are checked and therefore, the state has high expectations. Therefore, a low turnover is essential to quality control within the construction industry and *Raciti* argues their current staff members bring in job-seekers who they know can have a 'career' with the company.

Barons located at the Foreshore in the CBD deals with servicing and repairing Volkswagen cars. Staff members range from semi-skilled technicians, who are required to do basic oil changes and simple repairs, to skilled staff in charge of diagnostics and complex repairs. The technicians are mostly coloured men. *Barons* also make use of word-of-mouth recruitment and say that having a low-turnover is important due to the face-to-face service. They argue that:

You can sustain your business and you don't have to run around every two, three months looking for new staff. It's disruptive to customers. Customers pick it up very quickly. When you walk into a place and it's a lot of staff change-over...it's a bit erratic...[it creates] uneasiness. They [clients] tend to build up relationships with the staff members. More in front than they would with the technicians but definitely and that's why you need that stability. Because no one likes change (Refer to Appendix E).

According to *Barons*, when people refer job-seekers, they feel it is a reflection on them and therefore word-of-mouth has aspects of accountability and pride attached to it that mean staff will recommend good workers (Refer to Appendix E). Rees (1966) argues that

businesses find word-of-mouth recruitment useful precisely for this reason. He states that businesses assume that current employees will make an effort to recommend good workers to protect and guard their reputations (Rees, 1966: 563). Therefore, the ego of the current employee can ensure that good staff members are found through networks. Barons argues that good staff members create a pleasant working environment and therefore, turnover is reduced which results in a stable company. In terms the referees they get through word-of-mouth, they are from all over Cape Town such as the northern and southern suburbs as well as the Cape Flats. They argue that the low turnover is important to them because a considerable amount of their service is face-to-face, and clients form relationships with staff members.

While *Prema Raciti*, *Limnos Bakery* and *Barons* are concerned with product quality and retainment of skills, *Douglas Jones* (Refer to Appendix F), located in Diep River, acknowledges that high staff turnover is a problem in the warehouse and production areas. *Douglas Jones*, a mosaic/tile warehouse and importing company, boasting clients such as Builders Warehouse, Exo-tiles and Tile Africa, employ forty-five permanent employees. The pickers and packers, in the warehouse transport tiles to and from the production area. They are a total eight black men doing unskilled labour. The production department is where tiles are stripped and placed onto sheets to create samples for clients. Production and administration have over fifteen coloured women performing semi-skilled work. All staff members working in the warehouse, production and administration live on the Cape Flats and mostly have a minimum of their grade twelve certificate. Douglas Jones recruits mostly for the production and warehouse departments, due to a high staff-turnover. In 2011, they

had already lost between 5 and 6 employees from these areas (Refer to Appendix F). They use word-of-mouth recruitment to do this. According to Douglas Jones the high turnover is due to the

Quantity or volume of people in production and the warehouse. People in administration have been here for a long time, like I said; people in production and the warehouse, they just come and go. (Refer to Appendix).

Therefore, as Douglas Jones states, staff members always know somebody who is unemployed and needs work. Their current staff members simply refer family members, friends and neighbours. Therefore, word-of-mouth is used because it ensures that the high-turnover does not result in them having no employees to work in the production and warehouse areas, especially during their busy summer season.

What does this mean for the spatial mismatch?

First, *Limnos Bakery* has come to rely on the social-connectedness of their employees to ensure a lower turnover rate. Fernandez and Castilla (2001: 85) would call these managers, social capitalists because they are using relationships to gain specific outcomes. Fernandez and Castilla (2001: 85) state that referrals can create a “better match” in terms of employment outcomes and therefore, turnover is reduced (2001: 87). Interestingly, strong-ties on the periphery are being used to create these better matches. This is because the above businesses recognise the loyalty amongst friends and family and are using the embedded social relations within these ties to create the better match. They have found that loyalty, amongst family, as in the case of *Limnos Bakery*, means that staff members stay. Therefore, the need to have a lower-turnover is a mechanism that has shaped the use of word-of-mouth recruitment, allowing those on the periphery of the city to gain access to

work. Therefore, in instances where the strong-ties hold intrinsic value, people on the periphery are able to access work.

Secondly, *Prema Raciti* argues that they have been able to maintain a low-turnover by employing family members through the decades. They also imply that loyalty to the company means that the staff will bring in good job-seekers. Therefore, instead of relying on outside recruitment methods, they are using a word-of-mouth recruitment to ensure that they find the right staff. This is directly related to *Raciti's* need to have a low turnover. Therefore, the turnover mechanism, means that these businesses are dependent on word-of-mouth recruitment and therefore, the use of geographically restricted recruitment methods fall away and a more geographically expansive method is used.

3. Responsible Staff

Snippets, a boutique hair salon located in Claremont, offering services such as haircuts, blow-dries, colouring and perms, has a total of four female employees. The owner employs two coloured women; one as a receptionist and the other as an assistant. One of the two coloured women has their grade twelve certificate. The assistant washes hair and keeps the salon clean. One of the coloured ladies lives on the Cape Flats in Athlone. All of the other staff members live in the Southern Suburbs with one living in Muizenburg. They all have their own transport, except for the employee who lives in Athlone.

When recruiting the employee from Athlone, the owner says she used word-of-mouth. She approached a girl, working in Claremont, who would visit them, and let her know that she is

looking for someone. The owner explains that the women she asked to help her find someone already had a sense of her business and knew who would fit in. What really appeals to her about word-of-mouth recruitment is that when people refer someone they:

Feel a little more connected and a little more responsibility. Like, Jalaypa, when I asked her about Sabia, she knew me, she sort of knew what my salon was like (Refer to Appendix G).

The owner argues that people who refer make sure that they recommend someone they can trust and somebody who would not ruin their good name and therefore, there is a level of accountability that means that good employees will be recommended. However, a more interesting fact emerged. The owner says that the referrer and referee

grew up together in the same path so they knew each other and she knew her children and so that's how, if there is any problem I will say, 'Jalaypa', you know, and she will go and speak to her mom and say she is not turning up to work, so there is more like a sense of a community (Refer to Appendix G).

What does this mean for the spatial mismatch?

She uses word-of-mouth recruitment because there is a sense of responsibility that comes along with referring someone. This means that she can recruit good staff. The owner is interested in buying into the sense of community that these two women share within their community based on their strong-ties. The connections within their 'space' mean that the referrer can monitor the referee and make sure that she is being responsible within the Snippets working environment. This sense of community she refers to is used as a tool to fulfil her need to have staff members that are reliable and consistent. Therefore, those living on the periphery, hold power in that they can offer this to the business and businesses are using it to meet the requirements within their 'space'. Consequently, recruitment that usually occurs within suburban spaces, through newspapers, is inverted and space no longer becomes a factor. Job searching processes that are too costly or spatially limited due to lack

of information regarding job vacancies (Gibillion & Zenou, 2007: 2408) are no longer a factor within this dynamic and therefore the space becomes irrelevant in the job search.

4. Support and Training

Da Vinci's on Kloof has a total of ten black females working in their kitchen. As stated above most of their kitchen staff members live on the Cape Flats, in areas such as Khayelitsha, Gugulethu and Nyanga. When recruiting for the kitchen, they prefer to use word-of-mouth for the following reasons:

If you get a cousin or a sister or somebody like that, at least you know that people will look after the other one [and] that they will make sure that she works. Dora and Caroline. Dora is Caroline's sister, she brought her in, trained her, looked after her. It works that way (Refer to Appendix).

What does this mean for the spatial mismatch?

Therefore, according to *Da Vinci's*, related staff members in the kitchen are useful. By way of example they discuss Caroline and the use of word-of-mouth in the recruitment of her sister, Dora. They state that in this instance a) Caroline *supported* Dora b) made sure that she was *productive* c) and *trained* her. Fernandez and Castilla (2001) have found that employees are social capitalist taking advantage of the bonds within networks to enhance '*social enrichment*' in their businesses (2001: 86). Social enrichment could be two contacts or ties, helping each other in the transition phase when taking on a new job. Therefore, managers at *Da Vinci's on Kloof* are arguably, social capitalists, using the relationships between the two sisters to allow for better employment outcomes. Therefore, relationships and there embedded connections are exploited to benefit the recruitment process and transition. Managers obviously feel that there are certain qualities that inhere in these familial connections that inspire sisters to be supportive to each other. Homophily as

discussed by Lin (2000), would also be useful within this setting because the two sisters would have a lot in common and this could drive their support of each other. Therefore, strong-ties hold intrinsic value within this business. This is particularly important because the kitchen is different in terms of training because there is no clear division of labour. Kitchen staff members are broken down into pizza-makers, pasta-makers, salad-makers and dishwashers. However, both Arnold's and Da Vinci's try to multi-skill their kitchen staff. According to Arnold's this means if someone is absent that someone else can take over their duties. Therefore, the training process is more involved and the support they talk about would aid this process. More importantly, the route to social enrichment is seen to happen through the use of strong-ties, supporting Elliott's (1999) research in saying that strong-ties are instrumental in helping persons living on the periphery of cities to find work. Therefore, the nature of the restaurant means that word-of-mouth holds more power for them and in turn reduces the effects of the spatial mismatch.

Business Imperatives

Douglas Jones (Refer to Appendix F) recruits during the months of November, December and January, when construction and renovations increase due to the clement weather conditions afforded by the summer season. Therefore, Douglas Jones recruitment process ensues as a result of the increase in production and a concomitant boost in the demand for staff. However, recruitment during this period needs to occur summarily to meet the demand and the current staff members are viewed as possible referrers, because they have family, friends and neighbours who might need work. The recruitment method is a fairly

informal process that they refer to as word-of-mouth. According to the Human Resource Manager,

We just need so many more guys [during December and January] in the warehouse especially and sometimes production gets out of hand [and] there are a lot more people requesting a lot more sheets to be made up [and] obviously your volume increases. So now you need guys to work or even start working on Saturdays sometimes (Refer to Appendix F).

The production area is the site where all the tiles or mosaics are laid on sheets to provide multifarious samples for clients. This occurs through the creation of mixes and spades. This is an involved process requiring staff members to use different percentages of mesh and glue to create the mixes used as glue for the creation of sheets. Production has sheeting, boarding and sample departments. The sample department creates sheets for sales representatives and the board department makes boards for their retailers. The sheeting department makes samples based on the specifics given by private clients. Additionally, there are also employers who strip mosaics off sheets. There are strict targets of two hundred sheets a day, per person for the 50 by 50 tiles, placed on a 300 by 300 sheet. And for a 20 by 20 tile on a three hundred sheet, she expects between fifty and sixty a day, per person. So, if mistakes are made these targets will not be reached. During the busy season these targets multiply and therefore, they need to be able to recruit staff without delay. The warehouse is the space where all these samples are stored before being transported to clients. Once the orders come in for the mosaics and tiles, the pickers and packers, pick up the various samples and take it to production to be glued on the sheets for sample preparation. It is then taken back to the warehouse for temporary storage before going out to the clients and retailers. Therefore, word-of-mouth assists Douglas Jones in accessing potential employees effortlessly while simultaneously controlling the numbers that are

normally linked to newspaper advertisements. When asked about advertising as a recruitment method they state:

I don't think that we would be able to handle the volume of people [laughs] who call in because anyone will think that they can do it. I mean really, anyone can come, and they can try and do it, but I think it is more of, 'okay get that person to bring in someone' instead of getting the advertisement out then and getting fifty CV's bombarding us (Refer to Appendix F).

Therefore, the business imperatives, driven by seasonal demands, require Douglas Jones to use a recruitment method that utilises the contacts of their current employees, especially those who work in the warehouse and production department. The strategy behind this lies in the acceleration of the recruitment process afforded by the available networks of their staff. Marsden (2001) argues that referrals are useful to employers because employers can determine the likelihood of a candidate accepting an offer and this can reduce concern in the recruitment process (2001: 107). In the case of Douglas Jones, their concerns around recruitment are reduced because their staff always bring in recruits.

Arnold's (Refer to Appendix B) finds word-of-mouth useful when they have to fill a position for a short-period. In this case they need to have somebody that is reliable for the short-period of time. According to Arnold's staff will not bring in those who they think cannot do the job. The notion that the permanent employee, when bringing a temporary employee in, will do so with their reputation in mind is a recurring theme. Employers state that many of their staff will not risk their reputations by bringing someone in who cannot do the job. This supports Rees (1996) argument that employees will make an effort to recommend good workers to protect and guard their reputations (Rees, 1996: 563). This ensures that

businesses then get reliable staff members, especially in the case of temporary employees.

Arnold's says:

If it does not work or we have problems, they don't come to work and stuff I can call you and say, 'hey listen, you told me to get your sister to come but she is useless, what's going on'? I have got a point of reference in someone that I can say, 'this isn't working, what is going on here'? and then you can, it helps with conflict as well because now you can say to your sister, 'hey listen, I recommended you there but now you are doing a crap job...come on and come right. What's wrong with you? My name is at stake here'. So that makes a difference as well. They are not going to get their sister to do the job if their sister can't do the job. It reflects (Refer to Appendix B).

What does this mean for the spatial mismatch?

In the case of Douglas Jones, word-of-mouth recruitment provides them with an available workforce for the busy season. Douglas Jones says people simply go to their family, friends and neighbours. Therefore, strong-ties hold intrinsic value within a 'space' that has seasonal demands that require them to find staff within a short space of time. Arnold's has a similar trend in that family-bonds mean that staff members are able to send in family or friends to fill positions when they take leave. Therefore, Arnold's need to find reliable staff members for the kitchen necessitates the word-of-mouth recruitment, which in turn means that the spatial factors are excluded from the recruitment process.

5. Company culture

When asked to delineate the reasons for using word-of-mouth recruitment, the recurring theme is that employers seek employees that mirror their current staff members either in disposition, expertise or proficiency. Douglas Jones says:

I mean we have not sat here once and said, 'gosh, are we going to take a *stranger*?' They [employees] have always brought somebody (Refer to Appendix F).

The operative remark in the above quotation is “‘we have not sat here once and said, ‘gosh, are we going to take a stranger?’” This may seem counterintuitive because in reality the new employees will be strangers to their employer. However, there is an implicit understanding that current employees will pass the word onto those who are similar. Douglas Jones’ need to find those who are similar to their current employers is revealed in their desire not to use recruitment agencies when employing staff in the warehouse and production areas. The Human Resource Manager says:

We have used them [recruitment agencies] about three times successfully. I say successfully because there have been numerous people that came and they all [left]. You know you sort of have to fit into the company culture. You think everything is rosy and then people get here and they are sort of not able to fit in at all (Refer to Appendix F).

Therefore, recruitment agencies do not create a good job fit in terms of company culture. According to Douglas Jones, the company culture rests on a good work ethic. She says that staff members work sedulously and do not bring employees in who possess disparate interests or dissimilar work ethics. Once again homophily serves the interests of this business and while it is often viewed as a negative in employment outcomes, within this setting, it serves the business (Lin, 2000: 787). A good cultural fit leads to dependability which has positive spin-offs for the business. According to the Manager existing employees bring in staff:

That they know can do the job. Because at the end of the day, if you look at it, if that person does not perform the company loses out because mistakes get made and once mistakes get made it impacts on everybody at the back [production] or everybody in the warehouse. So they need to get somebody that is dependable (Refer to Appendix F).

Aska Properties (Appendix H) also has a desire to find staff of a similar nature to their current staff members. The work at *Aska Properties* is highly skilled. They are essentially preparing the township areas along the Westcoast, such as Tableview, Milnerton, Blouberg and Parklands for development of schools, hospitals, shopping malls, apartments and petrol stations. Once the land is developed they then sell the land to property developers. They also do the township layout. All the owners and managers have degrees in property development or quantity surveying. They subcontract a lot of the work to town planners, land surveyors, civil engineers, mechanical engineers and electrical engineers. However, the office staff members have varied levels of skill. There are three manual labourers and their job is to clear the Port Jackson on land and to transport signage to the sites. It is very basic labour. He says that if he needs more labourers he uses word-of mouth. However, one of the most important considerations, for the owner, is a shared value system among employees. He says:

We don't have any closed doors, we are open policy. My nickname is Junior, and everybody calls me Junior. The labourer calls me Junior, the tea lady call me Junior, my wife calls me Junior, the receptionist calls me Junior. It is not only the skill that they bring to the party. They must be compatible with that ethos. Nothing is locked away [referring to desk], my cell phone is left here, [and] I don't want to have to lock anything away. I want somebody that I can trust.

Even when hiring skilled staff like engineers this comes into play:

So if Andrew, for example, he is a great guy, I like him very much, I know his wife, I know his kids, I know lots of things about him, he knows who I am so, we want someone like Andrew again. So we want someone like Andrew or someone related to him to work in our space.

Therefore, *Aska* wants people that are similar to each other in terms of their value systems.

The culture of the company is very important to the owner. He does use newspapers and recruitment agencies to hire his more skilled staff. However, the mechanism underlying all his recruitment methods is that he wants people who are honest and word-of-mouth

recruitment assists him in achieving this, while having the effect of providing employment opportunities to some low-skilled workers who live in the township.

What does this mean for the spatial mismatch?

Douglas Jones believes that homophily (Lin, 2000) that comes from the strong-ties is useful to their business and creates cultural unity. They argue that this reduces mistakes within the businesses and therefore, strong-ties and word-of-mouth hold intrinsic value within this space. The idea of hiring staff that are similar to each other, shapes businesses desire to use word-of-mouth recruitment. This inadvertently creates a 'passage' of employment for those who might not be able to find employment due to the spatial mismatch in Cape Town. Therefore, those residing on the periphery of the city gain employment across space and this means that word-of-mouth recruitment and specifically the use of strong-ties reduce the effects of the spatial mismatch.

Spatial Realities

While, this recruitment method does help those living on the periphery of the city to get work, Da Vinci's says that their recruitment for the kitchen staff is geographically limited because they only employ people from certain parts of the township, namely, Langa, Nyanga Gugulethu, Khayelitsha. This is because they are mandated by the law to get their kitchen staff home at night (Refer to Appendix A). Therefore, if their kitchen staff do not live in similar regions, the costs of hiring a taxi to take their staff home at night runs the risk of

becoming to exorbitant. They even argue that taking waiters from Rondebosch East, would be too much of a detour because it is off the N1 (Refer to Appendix A).

They will stay in a similar area. The big problem is getting staff home at night. So you cannot have people who are employed, one living in Khayelitsha, one living in Bluedowns and the other one living in Muizenberg. How do you get them home at night? It will cost you a fortune. (Refer to Appendix A).

Therefore, people living in Mitchell's Plain or Atlantis, would be unable to benefit from this word-of-mouth recruitment, despite the fact that it is more spatially inclusive. Pick n Pay, a food retailer located in Plumstead, also uses word-of-mouth in the recruitment of their employees. However, current staff members at Pick 'n Pay will inform their friends and family about vacancies and they will put their name on a waiting list (Refer to Appendix J). In the interview, preference will be given to those who know staff at Pick 'n Pay. They prefer this because they state that their employees would not recommend bad workers at the risk of their reputation. However, Pick 'n Pay, despite using a method that is more spatially inclusive, says that they try to take people who live close to Plumstead because the hours at Pick 'n Pay run into the evening and therefore, their staff would have difficulty getting home (Refer to Appendix J).

Conclusion

Therefore, word-of-mouth recruitment, as Elliott (1999) states, is being used extensively. However, this chapter has displayed the mechanisms driving the use of word-of-mouth recruitment, from the perspective of the employer. It has also shown that word-of-mouth recruitment in these business settings often relies on the intrinsic values of strong-ties (Granovetter, 1973). Job-seekers are therefore in a position to use their contacts. This is indicative of the fact that those living on the periphery of the city are active agents in the

process of finding work and are not simply inured to the structural realities of the post-Fordist city. Instead, they are making active use of their strong-ties and businesses are also exploiting their value.

Chapter 5

In-house recruitment/Promotion

Providing prospects of long-term employment

Burt (2001), in his study of managers and the nature of their networks argues that those who belong to strong-ties do not show an increased chances of promotion. Managers were asked to complete questionnaires asking about people they spend time with, their contacts in the firm and other information concerning their success in the firm (2001: 34). They measured the networks of these managers and found that those promoted early on in their career, belonged to weak-tied networks or low-constrain networks (2001:43). Granovetter also argues that those using strong-ties are likely to have jobs that do not have long-term prospects (1973). However, the findings for this dissertation indicate that persons belonging to strong networks are also facing promotion. This is because the mechanisms within these businesses means that promotion is an imperative.

In-house recruitment/ in-house promotion within the construction industry: Parlaying of Skill

Prema Raciti Construction expects their employees to commit to the company and parlay their skills. *Prema Raciti* not only needs to find good employees but they need to find staff that will stay with them and undergo the kind of training needed for the construction industry. This is of particular concern to them considering that they are responsible for ministerial work as well as the building of schools, universities and heritage sites (Refer to

Appendix C). If a worker joins the company as a labourer, he will work under an experienced worker. *Raciti* says

If you have got a carpenter, let's say he has two assistants, he will then teach them the trade (Refer to Appendix C).

During the apprenticeship-style of training, *Raciti* will provide incentives for the workers to continue learning. During this process *Raciti* also sends their workers on courses. This occurs over several years, but during this period, people are promoted and they work their way up. According to *Raciti*,

Many of them have started as labourers and worked themselves up to site managers. I would say eighty percent (Refer to Appendix C).

Therefore, workers recruited through word-of-mouth recruitment, are not stuck in jobs that are necessarily temporary. In the case of *Prema Raciti* they want their staff to stay so that skills can be shaped over a number of years. According to *Raciti*, bricklaying and painting take a number of years to learn. Workers need to learn how to cut bricks and how to apply paint correctly. According to Shivakumar et al (1991) the history of the construction industry indicates that working under someone with the intention of working your way up, is the way in which training has always occurred (Shivakumar et al, 1991: 30). Interestingly, the history of recruitment within the construction industry indicates that family ties are used in recruitment because they can be useful within the process of training (Shivakumar et al, 199: 34). The need to train and build skill over years has meant that workers who start as labourers can eventually become foreman and increase their pay. *Raciti* says that most of her staff have worked in the company between ten and thirty years. Therefore, jobs being found through word-of-mouth recruitment have resulted in long-term employment for sixty black and coloured men, who live on the periphery of the city (Refer to Appendix C).

In-house recruitment/ in-house promotion at Douglas Jones: Product knowledge

The production and warehouse is largely unskilled labour. Most of the staff working in the production and warehouse are black and coloured and live on the periphery of the city.

While there is a high turnover in these parts of the company, there are workers who have stayed in the production area for years and their product knowledge has enabled them to be recruited into higher paying positions in the company. When recruiting for the call centre job, *Douglas Jones* decided to recruit from the sample department. The sample department is where small mosaic tiles are pasted onto sheets to create samples for clients. According to *Douglas Jones*, when recruiting for the call centre position:

[They] looked at product knowledge and we took one of the ladies from the sample department because she has got to know each and every code because she has got to make up those samples very quickly. Gethro, he was taken from the warehouse and he also, like I said, knew each and every product. And then we train them from there to have basic telephone skills and we send them on some courses (Refer to Appendix).

Therefore, jobs found through word-of-mouth recruitment in *Douglas Jones*, can result in improved employment because they recruit from within when the position available requires extensive knowledge of their tiles.

In-house recruitment/ in-house promotion at South African Breweries: Training and Skills

South African Breweries (SAB) focuses on consumer goods and they brew fine quality beers for distribution into the trade. Their clients are distributors like MACRO, Metrotrade and licensed liquor outlets, which may be a restaurant or tavern. They also produce soft drinks. They have got five manufacturing sites across South Africa.

South African Breweries employs over three-hundred and fifty full-time staff. Skills are broken down into tiers. Tier one is the shift. These people operate the brewing and packaging and distribution process. They have matric and are considered to be a fairly skilled labour force. The least skilled would be the forklifter driver. Level two includes artisans, mechanical operators and machine specialists. *South African Breweries* says that they consider people to be the differentiating factor in the company. Therefore, they go through extensive programmes to make sure their staff members are trained. According to *SAB* they:

have career and learning pathways that facilitate career progression. All of our employees have an annual development discussion where they formulate their annual individual development plans. So we put a lot of ownership on individuals in terms of managing and developing themselves for future career growth. And we have great promotion rate. We try to look at a seventy: three ratio. We try to promote from within 70% of the time and 30% will go onto the external market (Refer to Appendix).

Of all the companies interviewed *SAB* is the only one that has formalised the word-of-mouth recruitment. Therefore, all persons, including word-of-mouth recruits are encouraged to create a 'career' for themselves at *SAB*. This is part of *SAB's* talent recruitment strategy, in which they actively look for and foster talent within the company. *SAB* says that the company has been listed on the JSE and they have become a global organisation. Therefore, the need to recruit talented staff is ever-present.

We put an inordinate amount of effort into our people because we believe they are our most valuable resource. I know that is so cliché to say, but I think even if you look at our global growth, a lot of our, even if you read our annual reports, you will see there is a huge people focus and it is generally through people that our success comes. So we do have a strategy where we try to capture a disproportionate component of the high calibre talents in whichever country we operate in because we believe that people are the differential factor.

Therefore, all staff, including those recruited through word-of-mouth, stand the chance of improving their career prospects. In fact, the Human Resources Manager started out as a secretary at SAB and worked her way up.

In-house recruitment/ in-house promotion at Arnold's: Creativity

Arnold's, the restaurant in Kloof also promotes from within. *Arnold's* says:

A lot of our staff have advanced. Our night manager for example started as a toaster maker, he only made toast on weekends. Then he moved to a waiter and then he became a manager, the man at our front desk, he used to work in the bar and then we moved him to the door.

Therefore, people that have started in fairly menial jobs have been able to work their way up and secure full-time work. One of the staff members started with a weekend job as a toaster-maker and was eventually given the position of night manager. Therefore, recruitment using word-of-mouth gets people in the door and once they are in the company, they have the opportunity to get permanent work. *Arnold's* also argues that it is a way to find talented staff within the pool of employees they already have.

In-house recruitment/ in-house promotion at Barloworld: People we know

Barloworld has the Intranet. This is an internal portal. Only staff members of Barloworld have access to this portal. When jobs are available, they are first posted onto the Intranet and if anyone feels that they would like to apply for the position, they just put in an application. The manager says that a recruit from within their company is:

The first prize is to get internal because it's people we know, that know how Barloworld works. And the intranet has been successful. We've actually just now

employed a PR manager from our Durban dealership. She's starting in the next few weeks and that was based on the intranet. And, again the success rate...we would rather move internally than basically go outside and recruit outside because it takes that person three to six months to get used to the systems and everything else.

Therefore, internal recruitment, means that those who have been recruited through word-of-mouth could have long-term prospects at a business like Barloworld and they prefer to recruit from within because they argue that current staff members know how the processes within the company.

Therefore, the combination of word-of-mouth recruitment and in-house recruitment means that the prospect of long-term employment exists for low-skilled workers.

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Conclusion

This dissertation has argued that there are intricate mechanisms shaping the choice of recruitment methods within Cape Town suburban businesses. The restaurant industry has two social mechanisms that have led to the use of walk-in recruitment. However, persons living on the periphery of the city cannot easily access these business locations and therefore this recruitment method is geographically limited. Job-seekers also need to be cognisant of the seasonal nature of recruitment in Gardens restaurants and of business recruitment times. The research indicates that knowledge of the restaurant patterns of recruitment is generally held by those who live in the area and therefore, the walk-in recruitment method forms part of the spatial mismatch that limits employment opportunities for those living on the periphery of the city. This is evident in the fact that waiters at *Arnold's*, mostly reside in the Gardens area. The walk-in recruitment method requires regular spatial interaction with the area of recruitment, which leads to spatial knowledge of recruitment patterns.

The likelihood of this recruitment method changing is not high because businesses like *Arnold's* and *Da Vinci's on Kloof* use the walk-in recruitment strategy as part of the social dynamics within the restaurant. Waiters have to interact with customers and entertain them. The walk-in recruitment allows the managers to obtain a first impression in order to assess the way in which the waiter presents himself. The restaurant industry relies on face-

to-face service with entertainment and the recruitment method allows them to fulfil this criteria.

However, there are recruitment methods being used that are not geographically limited. One such method is word-of-mouth recruitment, dependant on relationships or networks between workers, friends and family. Many of the businesses interviewed for this dissertation have made use of word-of-mouth recruitment and it has been shown that this has led to the recruitment of workers who live on the periphery of the city in areas like Gugulethu, Khayelitsha and Mitchell's Plain, to name a few. Therefore, this method of recruitment reduces the effects of the spatial mismatch and allows information regarding employment opportunities to extend beyond the suburbs.

Most significantly, word-of-mouth recruitment is ubiquitous because it taps into the social imperatives that allow for the functioning of businesses in Cape Town. Therefore, it is a sustainable and functional recruitment method that benefits both the recruiters and workers. *Da Vinci's on Kloof* state that their current staff members possess an insider's knowledge of the business and will therefore be able to find staff who possess the necessary skills to work in the kitchen. *Raciti* holds the same argument, stating that many of their staff members have been working for them for over thirty years and have intimate knowledge of the type of staff they need and the skills they would need to possess to work in the construction industry. *Barons* say that using networks also reduces turnover, which ultimately diminishes costs for the business. However, *Douglas Jones* has a problem with

high staff turnover in the warehouse departments and state that with word-of-mouth people always know someone who needs work and therefore they are able to replace staff quickly. *Snippets* say with word-of-mouth their current staff members recommend responsible workers. Many of the businesses also stated that connections between staff help with support and training.

This recruitment method, has led to expansive geographic recruitment, and therefore, those living on the periphery of the city have been able to secure employment. Furthermore, they have been able to secure these jobs through the use of strong-ties, indicating that family and friendship ties can lead to employment. Moreover, in-house recruitment, predicated on the need to retain good staff, creates prospects of long-term employment for those who have been recruited through word-of-mouth. Therefore, research that suggests that strong-ties lead to negative labour market outcomes, have to look at the mechanisms driving both word-of-mouth recruitment and in-house recruitment and its necessity in the running of many businesses in Cape Town.

Therefore, the spatial mismatch thesis is exacerbated by the walk-in recruitment and reduced by word-of-mouth recruitment. Therefore, the spatial mismatch can be transcended by helping businesses who are not using word-of-mouth to understand the significance of social capital (Fernandez & Castilla, 2001) in both creating a powerful workforce and dealing with the crisis in spatially produced unemployment. If walk-in recruitment, as the research shows, limits employment opportunities to those who reside

on the periphery of the city, while word-of-mouth increases employment opportunities, then it is given that word-of-mouth and social networks are a solution to the crisis of unemployment in post-Fordist cities. It is incumbent on future researchers to assess the ideal conditions under which word-of-mouth can function for businesses and workers and in doing so create a model of social networking and employment for those who live on the periphery of Cape Town, South Africa.

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Appendix A

Da Vinci's on Kloof

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Da Vinci's on Kloof

Date and location of interview	Thursday, 5 th May 2011, 12am
Company	Da Vinci's, pizza restaurant
Company location	Gardens, Kloof Street
Interviewer	Anya van Wyk
Interviewee	Chris (Manager and owner) Tony (a partner in restaurant)
Transcriber	Anya van Wyk
Address	70 Kloof Gardens Cape Town
Contact details	Tel: +27 21 424 7504 Email: crispy@netactive.co.za
Storyline	<p>Da Vinci's is a restaurant that specialises in pizzas, burgers, pastas and salads for lunch and supper. They are open from half past eleven in the morning to eleven at night. The clientele is broad; so, they have people of all ages and races as well as a lot of families. The clientele are fairly localised (Gardens and Town) but they get tourists and people from Bellville, Durbanville and Seapoint.</p> <p>There is another Da Vinci's in Claremont that used to be owned by the present owner. However, it is not a franchise. According to the owner, the kitchen staff members possess the skill of a cook, [although] they are not considered to be chefs. They have no formal training and are therefore, trained at the restaurant. Most of the staff have been at the restaurant for more than five years. They worked at the restaurant under the previous owner and now work for the current owner. The kitchen staff are a total of ten. There is no clear division of labour. They are multi-skilled but there are sections for the pizza makers, grillers, pasta makers, salad makers and dishwashers. All kitchen staff are fulltime. The kitchen is mostly black, with a majority female demographic. The kitchen staff get to work by train or public transport and the ones who work at night are transported home by a taxi hired by the business. The public transport such as the taxi for the kitchen staff costs R21 a day; R 5 or R6 from whichever location they are staying in to the Nyanga terminal and then R10 from Nyanga terminal to town and the R5 to Kloof street.</p> <p>They have approximately twelve waiters that work on a part-time basis and they might work three or four shifts a week. There are one or two permanent waiters. The waiters are male, majority black and some Zimbabweans and they have one or two white waiters. The waiters are expected to be able to communicate in English. Therefore, a specific skills set or education is not a prerequisite to be a waiter at Da Vinci's. They also do on the job training and therefore, there is no formal qualifications. They argue that the qualifications in waitering on not necessarily worth anything because the training is often based on the specific needs of the restaurant. There are three managers and their qualifications are based on experience. There are two white managers and one junior black manager. The waiters have their own transport.</p>

	<p>When recruiting waiters, they use walk-ins method and they also make use of word-of-mouth method. The kitchen staff they use word-of-mouth. Management - they also use word-of-mouth. The reason for using walk-ins is because they have the people coming to them and therefore, they are bound to find someone that they like in the course of one day. They argue that this part of the restaurant industry is very informal and therefore, they don't use methods such as newspapers or recruitment agencies. Instead, they make use of an informal method such as walk-ins, which does not have a strict set of formal requirements but makes use of the first impression and enthusiasm of the applicant. The respondents do argue that this is not uniform for the restaurant industry. Certain restaurants depending of their clientele and type of restaurant will use newspapers and recruitment agencies. But this type of restaurant is not hiring for skill, they are hiring for attitude and the walk-in recruitment method most meets this requirement. They state that this is important because going to eat out is about the experience, not just the food. The people who come to this kind of restaurant are not necessarily looking for the five star service standards but for a pleasant waiter. So, this is what they refer to as a casual restaurant - that requires a different type of waiter, and therefore they use a different type of recruitment method. It is all about the customer and customer satisfaction in a restaurant like this and the waiter is the individual that mediates and propels this experience. The restaurant describes their waiters as flamboyant and they mention the waiter, Africa, and how he is able to connect with the customers and that the children love him.</p> <p>When hiring kitchen staff, word-of-mouth is used. The manager uses this method for the kitchen because the staff will generally know somebody with the skills he needs. He says that if he needs a new griller, he will let the staff know and they will know grillers in the township, who are possibly looking for work and then they will bring three people in, who he will then interview. This method seems to work because he trusts that his staff know s exactly what he is looking for in his restaurant. They know what the manager needs because they work at the restaurant and have been in the industry for some time. Word-of-mouth is also useful in the restaurant industry because the work continues into the night and transport provided by the company can become a tricky thing. Therefore, they prefer that their current kitchen staff, pass the word of employment opportunities to those who live in the same area as them, making the transport arrangement confined to certain areas. They state that if they don't do this, it would cost the restaurant too much to pay for the taxi service they are legally bound to provide for staff who work at night. Therefore, most of the staff come from areas in the township such as Langa, Nyanga, Gugulethu and Khayelitsha. This ultimately benefits the business in terms of the bottom-line. Therefore, even someone living in Rondebosch [a suburb in fairly close proximity to the restaurant compared to Nyanga or many of the townships], with no transport, would not be employable in the kitchen. Therefore, kitchen staff are geographically limited. They also find that using word-of-mouth in the kitchen is useful because staff will take care of each other and train each other. He says that this has been successful because the staff have stayed. They are adamant that you are not going to find the kind of staff you are looking for in a newspaper or Gumtree [Internet].</p>
Verbatim transcription :	Da Vinci's

Interviewer	Okay. Who do I direct my questions to?
Respondent 1	Okay, just talk. Ya...
Interviewer	Well the first part is to just find out what your business is about. What commodities do you sell and...
Respondent 1	Okay. Well we are a restaurant and we specialise in pizza's, burgers, pasta's and salads.
Interviewer	So the more sort of Italian stuff?
Respondent 1	I don't like to call myself Italian because that kind of limits you a little bit. Obviously when people see pizza and stuff and they think it is Italian, but I don't have pictures of Italy here, I don't have Italian flags hanging around, but ya, okay.
Interviewer	What are your times?
Respondent 1	Open from half past eleven in the morning to eleven at night.
Interviewer	So do you only do lunch and suppers?
Respondent 1	Well you get people right through the day. We do not do too many snacks or things like that. So we do lunch and supper.
Interviewer	And who are your clients?
Respondent 1	All ages. There are quite a lot of families. We kind of get a fairly broad spectrum of people. We don't really aim it at one particular segment, we are not looking at under twenty-fives, it is a fairly broad spectrum.
Interviewer	Are they generally from around Cape Town?
Respondent 1	Okay, it is fairly localised and then we get the tourists because there are a lot of tourists in this area, so during the tourist season we get a lot of tourists. And we normally get people that come from Seapoint but we do get people from Bellville and Durbanville. Our main target market would be the people living in the area.
Interviewer	Do you own or rent the premises?
Respondent 1	We rent the premises.
Interviewer	How much does that generally cost a month?
Respondent 1	About fifty-thousand rand a month.
Interviewer	Is this one franchise?
Respondent	I own this; there is another one in Claremont that I used to own. It is not a franchise; it is a sole-owner.
Interviewer	With your labour. Could you describe the skill level of your workers? Maybe we could start in the kitchen.
Respondent 1	Okay.
Respondent 2	Skilled labour. They are approximately at cook level.
Interviewer	What does that mean?
Respondent 2	They are basically cooks, they would be regarded as cooks in the restaurant field, the catering field, they would all be regarded as cooks because each one of them, if you want to get technical, there are chef de partie's, there are sous chefs. We don't refer to them as that because it is more a casual, basically they are cooks.
Interviewer	Do they have previous training?
Respondent 2	No.
Interviewer	So were they trained here?
Respondent 2	They were trained here, ya
Interviewer	And do they have matric?
Respondent 1	We don't look for education because we do on the job training, sometimes they have got too much education or they have worked elsewhere and then

	you have got to un-train them so that the people can train them the way we want them to do something.
Respondent 2	I think we should mention that ninety-nine percent of the staff have been here in excess of five years. They were here with the previous owner and they were taken over by Chris and they are still here. They consist of the core of the business and I think there is probably, one possibly two new people since he has been here and that's about it.
Interviewer	How many people do you have in the kitchen?
Respondent 1	Total staff, total staff...ten.
Interviewer	And what is the division of labour there? Do you have some people doing salads or...
Respondent 1	Ya, we normally, although they are all multi-skilled or we try and multi-skill them, pizza makers, grillers, pasta makers, salad makers, dishwasher.
Interviewer	And with your waiters. What would you say their skill level is?
Respondent 1	You need to be able to speak English reasonably proficiently, so when you are faced directly with a customer, somebody might have an academic qualification but they can't speak English, they will not be able to chat to that person.
Interviewer	And do they have previous training?
Respondent 1	Some of them will come in here, I mean they might not have been trained, but they would have worked as a waiter elsewhere so they might have been trained there, but otherwise we do on the job training. There is no formal qualification. I mean you get places that give you a little diploma in waitering or whatever, but it is not worth the paper it is written on.
Interviewer	How many waiters do you have?
Respondent 1	Probably about twelve, but they only work part-time. So they might work three or four shifts a week and there is one or two that work full time.
Interviewer	Okay.
Interviewer	And then how many management do you have?
Respondent 1	We have three.
Interviewer	And what is your training in the restaurant?
Respondent 1	Management?
Interviewer	Yes.
Respondent 1	Purely by experience.
Interviewer	And you said that your waiters are part-time. And you kitchen staff?
Respondent 1	Full-time.
Interviewer	And management is obviously...
Respondent 1	Full-time.
Interviewer	What is the racial group in the kitchen?
Respondent 1	In the kitchen, it is basically all black.
Interviewer	And gender?
Respondent 1	A mixture, mainly female.
Interviewer	And then with the waitering staff?
Respondent 2	Mainly male.
Respondent 1	Mainly males, ya. Zimbabweans, a couple of local blacks, if you want to call it that. One or two whites.
Interviewer	And coloured?
Respondent 1	There are coloureds. Ya [laughter]
Respondent 2	Well strictly speaking, we strictly speaking, his mother is white, his father is black or vice versa.

Respondent 1	Okay, strictly speaking, so what is that? Coloured? He does not like to think of himself as coloured. He went off to the Eastern Cape the other day. Anyway, let's not get involved in the whole racial discussion.
Interviewer	And then, management?
Respondent	Management, two white and...
Respondent 2	Strictly speaking, one Romanian
Respondent 1	One black, Junior.
Interviewer	Okay, how does your kitchen staff get to work?
Respondent 1	By train...
Respondent 2	Public transport.
Respondent 1	Public transport, yes.
Interviewer	Do you know how much that generally costs weekly?
Respondent 1	Do you want me to find out? And then I provide transport home for them. I provide transport for the ones that work at night. [Goes off to find out the cost of the public transport].
Interviewer	How do your waiters get home?
Respondent 1	They provide their own transport.
Interviewer	Do they usually have their own cars?
Respondent 1	Uhm...some of them live in the area, some of them have their own car.
Respondent 2	Two of them have their own car, so it is a mixture.
Respondent 1	Some of them catch public transport; some of them live in the area.
Interviewer	And then, management?
Respondent	Car, thank goodness. One junior management does use the staff transport. He was working in the kitchen and then we promoted him to junior manager.
Interviewer	Okay. Well this is the next part.
Interviewer	R21 a day? [comes back with the information regarding the transport]
Respondent 2	A day, yes. Which consists of R 5 or R6 from whichever location they are staying in to the Nyanga terminal and then R10 from Nyanga terminal to town and the R5 to our street. That's all taxi.
Interviewer	How do you generally recruit your workers?
Respondent 1	Walk-in, well for the waiting staff, well most of them. Walk-in's and word-of-mouth.
Interviewer	And with the kitchen staff, is there a different method there?
Respondent 1	Word of mouth.
Interviewer	And management?
Respondent 2	Word of mouth.
Respondent 1	Ya. We have not really had a change of management.
Interviewer	So you bought this place?
Respondent 1	I bought this place and Alex was working here previously so he stayed here, so I did not recruit him as such. And then Maneul, my junior manager, he came up through the ranks.
Interviewer	Well the main part of this thesis is to understand why managers or businesses use the recruitment methods they use. So to understand the rationale for picking it. So why would you say you use, maybe let's start with walk-ins.
Respondent 1	Okay, because, because I probably get more than ten people walking in on a day asking for a job...
Respondent 2	It is very much a case of being in the right place at the right time.
Respondent 1	Ya. So if I need somebody and out of those ten that walk in somebody seems to be the right person, I will say, 'okay fine come I will give you a chance'. I don't see the need to use a recruitment agency or put an advertisement in the

	paper or Gumtree. I know some restaurants advertise on Gumtree. I really don't find the need to do that.
Interviewer	Because you have the people walking in?
Respondent 1	Yes.
Respondent 2	That said, I have a recruitment agency background. This part of the industry is very casual, it is very loose, it is very kind of seat and pants. There is no, should we say...
Respondent 1	Formal...
Respondent 2	...formal structure, that somebody works and needs a CV, you need references, you need this, you need that. Somebody comes to the door, they look good, [and] you employ them. It is as simple as that. If they are Congolese, you check that they have got a work permit or whatever it is called. So it is very, very different to what they would possibly do at the 'One and Only'. Where they are recruiting for skill and they need all the qualifications that go with it and whatever. Here, in this kind of business, you are saying, 'well, if you have got enthusiasm, we will train you'. So that's about it. There is not great mystery there.
Interviewer	Why is the restaurant business different in that way though?
Respondent 2	Not all the restaurants, I am speaking about this particular form of restaurant. A lot of these places like this one, you will find if you go up to Toni's up the road, you will find that the staff generally have been there for a long time with very little movement. As I said here, since I have been involved here I have seen hardly anybody new here. So there is very little in the way of staff movement practices. The odd person comes in here and they need a new pizza maker or whatever, as I said, it happens. That is about it. So there is no great structure. No great mystery. No great...
Interviewer	But surely the recruitment method does apply in the structure in the sense that the recruitment method used has to benefit the business in some way?
Respondent 2	People walk in the door every day, so you pick one, he is here and perhaps there is one there and perhaps you will say come and start tonight or tomorrow.
Interviewer	But is there a specific type of worker you are looking for?
Respondent 2	One who can speak English, as first said to you, and one who looks presentable and smiles.
Interviewer	It is as simple as that?
Respondent 2	It is as simple as that, and if they are female, I don't even go into those details.
Respondent 1	There you go Tony, nice discrimination there for you [laughter].
Respondent 2	But that's basically it. Here it's very much a case of you are hiring for attitude as opposed to skill.
Interviewer	Explain the restaurant industry to me because I don't understand it. Could you explain to me how it works?
Respondent 1	As a waiter, when you go out to a restaurant and eat your food, you want to be served...the level of the food and the quality of the food is basically up to us, up the management to make sure that what gets put on the table is of a decent quality. Going to eat out isn't just about the food that you eat, going out to eat is about whole experience, it is an experiential thing, it is entertainment. You say, 'what should we do tonight, should we go out to the movies, should we go out to dinner?' So it is a form of entertainment. So when you come in you also want to be given a bit of a vibe by the waiter etcetera. So it's about attitude, about looks etcetera. When you sit down and you get a waiter that is pleasant, with a nice attitude towards you, you are not

	necessarily looking at this level for service to be standard, you probably just want to have a bit of a vibe. So that is what we look for, somebody who is going to be a bit smiley, someone that listens to you and that has got a bit of energy about him. That's what it is all about. You can teach the basics. This is a knife, that is a fork, that is a coke, [and] that is a coffee. Most people have probably been out to eat at some stage, you kind of know, one just has to hone their skills, how to open a bottle of wine properly. You don't learn those things, there is no formal education, there are colleges that do train and as I said there are people that come and it is typical to say that they have been trained as a waiter, but you learn by working on the floor and doing it. So what we normally do is, when they come in they learn the menu and follow another waiter for a few shifts and then they learn on the job.
Respondent 2	Also I must point out, once again, the difference between the areas that you are in. Restaurant practices in Turf street are probably quite different to restaurant practices at the Waterfront. Likewise, if you go to Mpumalanga, hiring waiters there or waitresses are completely different to what they would be in the Cape Town, Southern Suburbs. So I don't think you can actually generalise, you have to take them in different departments. [From your more] casual restaurants such as this [to your more] slightly upmarket and then right up to your hotel service type place. Each one of them has got very different employment practices. So I don't think you can actually generalise. So a lot of them are hiring for skill. They want to see that you are actually got your paper from whatever college that has sent you out on a silver service course and whatever, with records to match so that they can check. You then go through an interview process; you get hired, formal letters of appointment, all that kind of stuff. That does not happen in the casual industry, they see someone, he works through the door, [and] they hire him. That's it. Why? There you go, end of story.
Interviewer	So you are not necessarily looking for someone who can provide that experience/skill?
Respondent 2	Ya, you are hiring for attitude.
Respondent 1	Also in Camps Bay, it is very seasonal. You will find that some waiters go and work there for the summer, restaurants will up the number of waiters they employ just because they are working on a causal basis and then a lot of waiters will leave now because the winter is coming and all those restaurants are empty. So they might come here and go to the Waterfront to see if they can get job there during the winter month and then they will go back to Camps Bay. So they are selling their skills or their services, so somebody might come in here and say, 'listen, I worked at such and such a restaurant, but they are quiet now because it is winter, have you got something'? And if they have got the right attitude I might take them on.
Respondent 2	Also, the whole casual waiter, in particular, has changed completely. When we were younger or when he was younger [referring to respondent 1], waiters tended to...[phone ring, respondent takes call]
Respondent 1 [aside conversation]	When I was at varsity, most of the students were waiters to get themselves through varsity or to pay their student loans, whereas now, you find people when you go to most restaurants in Cape Town you will find that a large percentage of the waitering staff are probably Zimbabweans. It is a bit of an indictment of the education system in this country because the Zimbabweans tend to speak better English and often their skill levels, in general, are better. Their language and just their attitude to wanting to work. And their

	experience, they understand that they are working and that when they go to tables they are working for tips. The basic is fairly low, so when they are there they are and they are keen to do it. I am not saying, it is all a generalisation, but often once they have got the job, they are like, 'oh well fine', they [South African's] don't have that extra energy to get to the tables and be like positive, you know, that kind of attitude.
Interviewer	With word of mouth, why do you use that?
Respondent 1	Because...okay, from the kitchen staffs point of view, I can say to the staff, 'okay fine I need somebody to use as a griller' and maybe somebody who is a griller here knows somebody in the location who is also a griller who might not have a job at the moment or whatever. So I will say, 'I need a griller', and they will so, 'okay fine', and they might bring two or three people along who have grilled before and I can interview them and see and say, 'okay fine, come along let me see what your skills are, what your attitude is like', and there we go. Whereas when it comes to a recruitment agency, first of all it will probably cost me a lot of money and I don't think that there are too many recruitment agencies...
Respondent 2	There are, that specialise in it.
Respondent 1	But I am not sure they will find me the kind of person that I want.
Respondent 2	It's not this market at all.
Respondent 1	It's for a hotel and stuff like that.
Respondent 2	...and they have got a whole range of restaurant managers and all of that, which is completely different to this kind of establishment.
Respondent 1	It is very hard to understand if I say I want a griller. My staff understands when I say I want a griller what I want. If I go to a recruitment agency and say I want a griller or put an advertisement in the paper perhaps I can get something completely different to what I want.
Interviewer	So why do they understand what you want?
Respondent 1	Because they have been in the industry. So they know exactly what to...
Respondent 2	But, once again as I said, the importance of this kind of business is not the same as 'Blues' in Camps Bay. They would call a recruitment agency and say I need a 'chef de partie' or whatever and they would get three CV's immediately and they would employ one of them because you are employing purely on supposed skill. Whereas here it is completely different, the skills needed for the restaurant across the road here are not the skills needed here, they are completely different. So there is absolutely no comparison whatsoever. That's why I say it is such a strange business. Did you tell her about all the waiters all changing now? Becoming all permanent or whatever.
Respondent 1	Well I just said when we were at varsity we worked to put ourselves through varsity or whatever and for extra money that and so you might on work... and now most of the restaurants in Cape Town you will probably mostly find Zimbabweans working there...
Respondent 2	But not only that, even they, the young white girls and boys now are generally full time waiters. That's what they do. They finish varsity or whatever and then take a gap year, which sometimes ends up being three, or four, or five. Because they are making cash. It is nice, they don't have to go to work in the morning, they can get drunk at night, sleep till three in the afternoon and then go to work that night. That's how they are.
Interviewer	So it is becoming more permanent?
Respondent 2	And then you have got the Zimbabweans or whatever, who actually live, they buy cars, they buy houses, or rent houses anyway. So it is a complete change

	from earlier days where people used to want to work to make extra money. Now that has changed completely.
Interviewer	Why is that?
Respondent 2	Sign of the times. You have got your permanent waiters. A lot of restaurants prefer permanent waiters because they know that on a Monday to Friday they know exactly who is working, they know exactly what their skill level is and whatever as opposed to students who have got varsity, have got this and have got that and whatever.
Respondent 1	At varsity you have got to basically learn and you have got help so you did not really need to go out. I don't know how many students at varsity are actually doing part-time work.
Interviewer	There are quite a few and I have worked on campus.
Respondent 1	I think there are other industries now that also, places like Woolworths employ part-time. When we were young...
Respondent 2	...Woolworths never did stuff like that.
Respondent 1	...ya. So there was not that much other part-time work available. The only part-time work available was you either baby-sat or you worked in a restaurant.
Respondent 2	I think there was a racial thing as well. If we have to do the racial thing. I mean, white kids, when we were young did not wait on tables...
Respondent 1	Ya.
Respondent 2	...and it started like a whole trend. When you went into a spur in the earlier days a lot of people came and sat in open amazement that a young white student would serve them because it just never happened. You went to a restaurant and then an Indian would serve you or a black waiters. Now there was a whole new thing, a whole new shift, it was a complete paradigm shift.
Interviewer	I was just asking Chris why word-of-mouth is used as a method, a recruitment method. Why do you use that?
Respondent 2	Because invariably you will get someone here who knows someone, which often isn't a good thing, but it does work. They will stay in a similar area. The big problem is getting staff home at night. So you cannot have people who are employed, one living in Khayelitsha, one living in Bluedowns and the other one living in Muizenberg. How do you get them home at night? It will cost you a fortune; you might as well close your doors. You will pay all your profit out to a taxi service.
Respondent 1	Legally we have to get our staff home if they work at night time.
Interviewer	Do most of them come from one [area]?
Respondent 1	Well they stay kind of in a similar area. Khayelitsha...
Respondent 2	In the early days when people came to the door my first question would be, 'where do you stay?' and I mean I am going back twenty years, maybe more
Respondent 1	...and we still ask that.
Respondent 2 'where do you stay'? And they would say 'Khayelitsha' and I would say 'I am sorry'. With the taxis, in those days Khayelitsha was fairly new, so to get staff home to Khayelitsha was a major extra for everybody. If they stayed in Nyanga, Gugulethu or Langa that's fine, one hundred percent, we would employ them. Khayelitsha, no. Today it has changed a bit.
Respondent 1	If they say they stayed in Rondebosch but they don't have transport, there is no point in taking them.
Interviewer	Yes.
Respondent 2	Tony is right, particularly the kitchen staff, and if a person comes in and is a

	waiter and they say they stay in Rondebosch and I say, 'well you have to get yourself home'. So it is a reasonable...
Interviewer	So would you say that your recruitment method is geographically limited or do you hire people from...?
Respondent 1	Okay, kitchen staff, it is geographically limited.
Interviewer	Khayelitsha?
Respondent 1	Well I wouldn't, let's say, the locations for lack of a better word.
Respondent 2	Okay, that's very old fashioned.
Respondent 1	Okay, what would you like to say?
Respondent 2	Township.
Respondent 1	Township, ya. They say 'location'.
Respondent 2	I think the band, Langa, Nyanga, Gugulethu, Khayelitsha. That's it. So.
Interviewer	And then, your [waiters]?
Respondent 2	If they have got their own transport it is immaterial.
Respondent 1	Ya. I mean, I have got somebody who stays in Parklands, a couple that stay in Woodstock and then a couple that stay around in the area. The one that lives in Parklands has got his own transport and will sometimes give others a lift. That's why I say, if somebody comes in and says they live in Rondebosch [and I say], 'how are you going to get home?', they might say public transport, but you are not going to get public transport at half-past eleven at night to Rondebosch. So it is pretty pointless, trying to get here and then at half-past eleven at night trying to get to Rondebosch.
Respondent 2	And then you have got the other case of a girl that worked at the restaurant I worked at. She lived the Bellville way, Elsies or whatever, Elsies ya and we could not get her home at night [emphasis]. So she could only work day shifts and I had to take her home on the odd occasion. Because just nobody was prepared to, it was too far out away to go around there, in fact, even Rondebosch East is a little bit too much out the way because ...
Interviewer	Yes.
Respondent 2	...It is off the N1, you have got to make big detours and all kind that kind of stuff.
Interviewer	Okay. So it is more cost effective to have your workers in similar areas.
Interviewer	Is that the only reason or are there any other reasons?
Respondent 2	If you get a cousin or a sister or somebody like that, at least you know that people will look after the other one, that they will make sure that she works. Dora and Caroline. Dora is Caroline's sister, she brought her in, trained her, looked after her. It works that way. The detractors and that will say that it means that everybody is like a little clique and they will steal together and that kind of stuff, which probably does happen as well.
Interviewer	But how do you find it to be?
Respondent 2	As I said, everyone seems to have stayed here now since. I would say the majority of the staff have been here in excess of five years.
Interviewer	Are a lot of them...do they know each other?
Respondent 2	Well they have worked together for five years.
Interviewer	No, I mean outside of work, as in, are they family, are they friends?
Respondent 1	Uhm...I am not sure. You know, it is not family. Some of them become friends through working here.
Respondent 2	Some are family, but remember, they are getting off on different nights. So it is not as if you are in an office. Remember, restaurants are very different, in an office you go home at five o' clock, you have your evenings, you have your

	weekends, you can have staff parties [but] here, everyone is off on a different night. So it is not as if they can all say, 'well let's all meet up on Wednesday night for a drink...
Respondent 1	Ya.
Respondent 2	...because they can't because only one is off on a Wednesday night. So no, that theory does not work in the restaurant business.
Interviewer	So do you find it useful in the training part? As you said, the one is able to train the other...
Respondent 2	Possible.
Interviewer	Okay. You said that recruitment isn't really applicable to this. What about advertising?
Respondent 2	Where are you going to advertise?
Interviewer	What do you mean? Explain what you mean.
Respondent 2	Say you want to advertise for very good kitchen staff. Where are you going to advertise for the kind of person you are looking for is going to be looking. As I said, you are not looking for qualified people like chefs, they are not sui chefs, they are not anything, they are basically cooks. So, in what publication would you advertise? When you put it on Gumtree most of them don't have a computer at home, so that would not achieve anything...
Interviewer	Yes.
Respondent 2	...the best that you can hope for is that they get a three or four week old copy of the Planesman or something like that. It depends very much which field you are advertising in. In this particular field, no, it would be a complete waste of time. And then on the other end of the scale, if you in something that you knew you would get a response, you would get a thousand CV's. People would come banging on your door. That's why you use recruitment agencies and that's why products have been developed to stop that very thing. If you put a big ad in the paper here, 'kitchen staff wanted', this phone would never stop ringing. The email, this computer would blow up because you would have so many emails then. And I know that for a fact, you would have to sift through three hundred emails for one worker, which, it would drive you, dilly.
Interviewer	Okay, I think you have answered the question. Just about your business, is it mostly face-to-face service?
Respondent 1	We do a fair amount of take-aways, we do that on the telephone or people come in and order, so face-to-face. And then...some of it is on the telephones, people phone us and obviously the restaurant. It is all about the customer at the end of the day. Obviously the kitchen staff do not interact with the customers necessarily, the waiters do. That's why the people that you employ you want to make sure that they have a bit of attitude, a bit of a vibe because they are the frontline.
Interviewer	How would you describe your restaurant?
Respondent 1	Kind of mid-range price wise. It has a wide appeal to all age groups. It is easy, people go out to eat pizza's and burgers, people can go eat a pizza on a Monday, order takeaway pizza's on a Thursday...
Respondent 2	...they get tired of pizza's they can have a burger.
Respondent 1	Whereas something like sushi and that, you probably don't have sushi like every week or you don't go to a Chinese restaurant of a Thai restaurant every week, it is more like, 'let's go for Thai once a month or a couple of months ago you went for Thai or Chinese or something like that. Whereas burgers and pizza's, it's like easy, 'I don't feel like being at home tonight, let's go have a pizza or let's go and have a burger'. So, it is casual dining, it is casual dining.

Respondent 2	I just thought of a good analogy while she was talking. You asked about face-to-face service. Imagine this scene. There is a sign that says 'STOP, PUNCH IN HOW MANY PEOPLE'. So you punch in two people and it says table five and there are arrows on the floor that direct you to table five. Now you sit down, there is the menu, now you push in number forty-five and number thirty-two. Nobody in the shops, no waiters, no nothing and eventually the light flashes and you know you have to go to the counter and get your food. You go there one, because it is an experience and whatever, and this technology has existed, many American restaurants have got the technology where you can go on the table. You don't actually order anything; you push the buttons over here...
Interviewer	Yes.
Respondent 2	...and then your order goes to the kitchen and someone delivers it. It does not even work that well there. Waitressing, people want interaction, even at a McDonalds or a Kentucky, there are people there [and] you are talking to real, live people.
Interviewer	How would you describe the waiting staff you have here? Are they able to connect with people?
Respondent 2	Flamboyant.
Respondent 1	Yes. 'Africa' he calls himself 'Africa' and when he sees customers, he says, 'hi, my name is Africa [jovial tone] because he does it and he is quite flamboyant, people remember because it is a strange name and immediately people's faces light up when he comes and says, 'hi, my name is Africa and I am going to look after you tonight'.
Respondent 2	Especially the kids, the kids love him.
Respondent 1	That's what you want, you want recognition and when you come back next week, and they say, 'Ah, Anya [interviewer] how are you?' You feel good because you have been recognised and people want recognition, they don't want to be just a number. That's why it does not work at those tables where you push a number, because you don't go out purely just to fill your stomach, the whole KFC and that lady, it is less important to have that kind of interaction, you probably still want to talk to a face but you...it is not that important. When you go to a restaurant, it is all about the experience. So you have got to have somebody there and there are some restaurants that make their waiters get dressed up in funny outfits and do tricks etcetera, etcetera. Because it is all about the entertainment, people want to be recognised.
Respondent 2	This particular restaurant, I might just point out as well, is very much the owners. Chris being an owner has been here, with very few exceptions most of the three years that he has owned the place, he is here five, six nights a week and if he is not here Alex is here. So there is continuity all the time and it is not just a whole lot of different faces. When people walk through the door and Chris will recognize them or Alex will recognise them and say, 'Hello Mr. [X], how are you?' 'Hello Alex' everybody knows him, 'hello Chris', 'where is Chris tonight', whatever. So that, I think, is a very, very important factor in a restaurant. You can have how many waiters that are nice and what have you, if you don't have an owner or manager present, a consistent one, it does not work.
Interviewer	You said that most of your staff have been here for quite a while, why do you think they have stayed so long?
Respondent 2	It's a job and there are pleasant people and they are treated well. They are reasonably paid. I don't know what they actually get paid, they are not paid

	any better than possibly anywhere else and they are not paid less either.
Interviewer	No, I am just thinking about the continuity that you talk about...
Respondent 2	That is very important. As I said to you, the amazing thing is that this staff have all been here, they were here with Alex when Alex owned the business, and Chris bought the business three, four years ago [and] they are still here. But this is not a good example for recruitment because very little has happened over the years. The odd person comes from overseas and they hire a dishwasher and even that doesn't really.
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University of Cape Town

Appendix B

Arnold's

Arnold's Restaurant

Date and location of interview	Thursday, 5 th May 2011, 9am
Company	Arnold's, a restaurant in Kloof
Company location	Gardens, Kloof Street
Interviewer	Anya van Wyk
Interviewee	Manuel, restaurant manager
Transcriber	Anya van Wyk
Address	60 Kloof Street Gardens Cape Town 8001
Contact details	Mobile: 087 807 8209 Tel: +27 21 424 4344 Fax: 086 6537995 Email: manager@arnolds.co.za
Storyline	<p>Arnold's is a restaurant offering breakfast, lunch and dinner service. It is unique in that they offer game such as crocodile, gemsbok, ostrich, springbok and warthog and this is a huge drawing card for many clients. For locals and business people working in the area, going to Arnold's is a regular feature of their day because it opens up particularly early and they've developed a reputation for making excellent breakfasts. The clients are locals (Gardens and Town), tourists and those from out of the area. The restaurant seats between 120-130 people. There are sixteen kitchen staff, twelve waiters and three managers. The kitchen is divided into the grill, preparation, salad and cleaning sections. However, kitchen staff are multi-skilled as they have to rotate sections. The restaurant is also divided into sections, with each waiter receiving his own section to serve for the night. During the week, they use four waiters per service and in the evening between three and four depending on how busy it is. The weekends are particularly busy for Arnold's so they run on eight waiters during the day and four at night. Public holidays are the same as weekends. The restaurant also has a small bar section where alcoholic beverages, teas and coffees and soft drinks are served.</p> <p>The skill level of the staff varies. Some of the kitchen staff are employed through a training college. When the restaurant first opened kitchen staff were recruited through walk-ins. The restaurant does in-shop training, where they are taught how to work the different sections in the kitchen. This helps with instances of absenteeism due to illness or temporary leave. The company that supplies the coffee for the restaurant also provides in-shop training for the bar staff, teaching them how to work the machines correctly. It is a similar set-up with the cocktails; the company that supplies the liqueurs provide cocktail training for the bar staff. The waiters are also trained and therefore require no previous experience. Most of the kitchen staff have matric and many of the waiters are full-time students. The manager has a marketing diploma. The kitchen is mostly made up of black and coloured staff and they are all female. The kitchen staff use public transport- the train and taxi to get to work - and it costs between R20-R21 a day and evening transport is paid for and provided by the restaurant for the kitchen staff. Most of</p>

the waiters live in the area and have their own transport. One of the managers stays above the restaurant and the other two have their own transport. All staff are permanent. They do not have a high staff turnover and according to management the shortest time at the restaurant has been three years and the longest is thirty years.

When recruiting waiters, their biggest recruitment method, is walk-ins. The walk-in method is mostly frequently used for waiters because a) they prefer to hire people who work in the area; so that transport issues are not a problem b) walk-ins provide the opportunity for management to judge by the 'first impression'. This is particularly important in the restaurant industry and serves as a test as to how clients would perceive the waiters, on first impression c) by walking in, the waiter has shown initiative and has chosen this particular restaurant, which means they want to be there. It also serves as an indication that they probably live nearby or that they have been to the restaurant before, and that helps d) hiring the right waiter is important because the manager attributes the success of their restaurant to the personality of the waiters. He says that clients keep coming back for the waiters e) the restaurants atmosphere determines that kind of staff they want and therefore the recruitment method they use. The atmosphere is relaxed and they want to build relationships with their clients and therefore, walk-ins and the first impression it affords management, means that it is the most suitable method for the restaurant f) this first impression includes the neatness and appearance of the individual as well as the voice level g) It also includes what the manager terms 'good vibe' from the individual. He says the 'good vibe' is not only important in terms of connection with the customer but also because of the ethos of the restaurant. He says that the staff are very close, they are like a family. He wants someone who has expression, someone who smiles, talks and makes eye-contact when they talk. They state that walk-ins allow them to be more selective and this ultimately means they get the best staff with the personalities they need.

Certain aspects of the restaurant industry are intimately linked to the aforementioned recruitment method: a) product knowledge; if the customers ask about a dish or drink, the waiter has to be able to respond and explain the dish to the client. Your product knowledge is very important. Communication is very important and skill c) if the staff have the ability to sell themselves as a personality, the customer will like them and therefore, will take up suggestions made by the waiter. This will both enhance the service experience but will also increase sales for the restaurant d) reading the customer is part of suggestive selling, but also makes an intimate connection between waiter and client that enhances the service experience, bring customers back and keeping them happy e) if customers have a good experience at the restaurant, due to the service and personality of the waiter, they become regulars. This is important in the restaurant industry. The waiters then get to know them and their food and drink orders. This creates a relationship but also becomes a function of the needs of the day-time aspect of the restaurant industry. Day-time (breakfast and lunch) is very fast-paced. People only have an hour during their lunch break or a few minutes before work, and if the waiter knows the order and how the client likes their eggs done and how they take their tea or coffee, the process becomes faster and this helps with the daytime rush of the restaurant industry. At night, things are much easier and slower. People stay for about two hours, have their three course meal and wine and it is a very relaxed shift f) teamwork, is an important part of the industry and their ability to act and

	<p>work in a team, which can be identified in their personality, is key. The manager explains how charged the industry is and that teamwork and communication mean everything for the success of the restaurant. An example of this is New Year's Day, a typically busy and challenging time of the year for the restaurant industry.</p> <p>They also use word-of-mouth when hiring waiters, but less frequently. If there is a vacancy, they will ask their waiters to spread the word among their friends. Some of the customers will ask about vacancies and leave their Curriculum Vitae with management. Word-of-mouth has not always been a successful method for the restaurant but the manager says a) that when a good waiter recommends someone, it goes a long way because he knows that they won't recommend someone they don't believe in and in this instance, it would take preference over the walk-in recruitment method.</p> <p>Newspaper advertisements are not used because the numbers are too large and they normally only need to replace one or two waiters at a time and advertisements are costly and not what you expect them to be.</p> <p>With the kitchen staff, they initially advertised for those positions, and when they need people to come in if someone is absent or on leave they will use word-of-mouth. Word-of-mouth is used in the kitchen, when they need staff quickly, either because someone is absent. Management says this works well because the staff will not bring in their sister, if she can't do the job and therefore, they are able to access staff who can do the job at a relatively short notice. And, management says this helps with conflict because if staff are giving trouble the sister or sibling will confront their sibling and therefore, this will benefit the business. With the kitchen staff they also use in-house promotion. The night manager, for example, started as a toast-maker. He then advanced to being a waiter and eventually became a night manager. The man at the front desk also started at the bar and they moved him to the door. This is linked to the fact that the staff want to learn more. The promotion from within is made possible because there is no clear division of labour in the kitchen. Duties are rotated and staff learn how to be grillers, salad makers and cleaners. This allows them to get involved and see which aspect of the kitchen they enjoy. The manager says this helps with job satisfaction and makes the restaurant a pleasant place to work. He says that if people do not enjoy their work, it translates into every aspect of the kitchen including the way dishes are plated and presented. Staff are given an opportunity to grow within this space through no clear division of labour within the kitchen and this has meant that they have become managers or waiters. He says that when people are happy they stay. Most of their kitchen staff have been here for 5 years or more. And, he says that within the restaurant industry it's important that staff stay. He says that clients notice.</p>
Verbatim transcription:	Arnold's
Interviewer	I am in the sociology department and my area of research is focussed on urban development.
Interviewer	What commodities or services do you offer?
Respondent	Well it's a restaurant, so we pretty much do most things. We do breakfast, lunch, and dinner. We open from quarter to seven in the morning and the kitchen normally [stays open] [un]till about ten/ten thirty depending on how busy it is and then we basically serve until the last customer. Drinks and deserts and that still happens after the kitchen has closed. Ya, we get mixed people. We get locals, we

	get people out of the area, we get foreigners, [and] we offer game items like crocodile and warthog and things like that. So that is quite a big pull factor and then also our breakfasts are really good. We are quite well known for our breakfasts as well.
Interviewer	Do you specialise in any particular type of food?
Respondent	In game products. We specialise in game, like I said, we have got crocodile, warthog, springbok, we do gemsboks, [and] we do ostrich so it is mainly the steaks and the ribs.
Interviewer	And you have mentioned, but where your clients are from? Are most of them from this area though?
Respondent	No. There are actually a lot of people that drive through from other areas because we open really early. A lot of people that stay far away, like Hout Bay for example, drive to Town early to miss the traffic and they know we are open so they come for breakfast and coffee and stuff like that. [They] sit here and relax a bit and go to work from here, so ya, it is not only in this area.
Interviewer	And, is this property owned or rented?
Respondent	We rent.
Interviewer	And, if it is okay, how much is that approximately a month?
Respondent	I don't know that.
Interviewer	And you are the manager?
Respondent	Yes.
Interviewer	Are you the owner?
Respondent	I have shares, that's actually the owner sitting there, Arnold [points to a gentleman sitting at a table next to ours] he does exist [laughter]. I have shares in the business and I am the day manager as well.
Interviewer	Is he the only owner?
Respondent	Yes, ya.
Interviewer	Is this a branch of another franchise?
Respondent	No. It is the only one. Arnold does own another business in Johannesburg, but it is under a different name, a different restaurant. The menu is quite different as well.
Interviewer	How many staff do you have?
Respondent	Kitchen staff, we have sixteen and then waiters, I think we have ten, ten or twelve and then management, we are three.
Interviewer	And if you could just breakdown the kitchen staff. What are the different jobs in the kitchen?
Respondent	Well we run it a bit differently. They kind of rotate. They each do [the different sections]...but our main section is the grill, it's the prep[aration] [section], it's the 'pass' and it's the salads and then cleaning. Those are the main sections.
Interviewer	Okay. And then....
Respondent	And then there is also the bar as well.
Interviewer	And then with the waiters it is obviously just...
Respondent	Ya. We divide the restaurant up into sections, so they get given sections and depending on how busy it is it will be the amount of waiters we run during the day. In the week we run on four and in the evening we run on between three or four depending on how busy it is and then on weekends we run on eight during the day. In the evening we run on four and public holidays would be the same as weekends.
Interviewer	What is the capacity of this restaurant?
Respondent	Comfortably, it is about one-hundred and twenty/ one hundred and thirty, comfortably.
Interviewer	And how busy does it get at night generally?

Respondent	Nights, it does get quite busy. It varies. It is never fixed, but on the norm... it also depends, summer time is a lot busier than winter time. It normally gets quite busy, ya.
Interviewer	If you had to breakdown the skill level of the workers, maybe if you start with the kitchen staff, what is their training and what is their education?
Respondent	Umm...well a lot them - we get some of them through a training college, and then we have actually taken them on. A lot of the others, it was just when we opened, and we advertised and it was people that came in. We sent some of them to that [the] training college for training and we do a lot of in-shop training as well. So they all learn how to do the different sections, so that's why it makes it easier, so if someone is sick you are not suddenly sitting with no griller. The others know how to do it, how to make the orders, so it works quite nicely. As for the bar staff, we have the company that supplies us with the coffee [and] they come in and do in-shop training with the staff on how to make the different cappuccino's properly and how to work the machine correctly. And with the cocktails, the people that we get the liqueurs from for the cocktails, 'create-brands'- they come and do cocktail training as well.
Interviewer	And the waiters?
Respondent	The waiters, we do training here...
Interviewer	Yes.
Respondent	...and we normally do follow-up training as well. But obviously there is an advantage if they already have waitering experience, it is not a prerequisite though.
Interviewer	But would you say in the kitchen that they have matric?
Respondent	Umm...ya most of them do as far as I know.
Interviewer	And the bar and the waiters?
Respondent	The waiters, yes, some of them are studying, they are part-time [waiters]. There are a couple of them that are full-time and they have studied as well.
Interviewer	Okay. And management?
Respondent	Management, yes. I have done a marketing diploma and am busy doing an online labour law course at the moment...
Interviewer	Mmm...
Respondent	And ya, that's my experience.
Interviewer	Do you know how your kitchen staff commute to work?
Respondent	Yes. Either they live in the area and they walk or they come by train or taxi.
Interviewer	Do you know how much the train possibly costs them?
Respondent	I think it is about ten/twenty rand a day, I think. The night transport, we pay for that, for them to go home.
Interviewer	And the racial makeup of the kitchen?
Respondent	It's all black. Black and coloured basically.
Interviewer	And gender?
Respondent	They are all actually, at the moment, they are all female. We had a male as well.
Interviewer	And then, how do your waiters get here?
Respondent	Waiters, it's their own transport, some have their own transport and a lot of them live in the area...
Interviewer	Yes.
Respondent	...Otherwise train or taxi as well.
Interviewer	And management?
Respondent	One stays upstairs and the others come in by motorbike or car.
Interviewer	Okay.
Respondent	...so our own transport.

Interviewer	You all have cars?
Respondent	Yes.
Interviewer	Okay.
Interviewer	Are your kitchen staff permanent?
Respondent	Yes.
Interviewer	And your waiters?
Respondent	Most of them are basically permanent, yes.
Interviewer	And the bar?
Respondent	The bar is permanent as well.
Interviewer	And obviously management is permanent?
Respondent	Yes.
Interviewer	Okay, now this is the main part of the interview. It's about how you recruit your workers. What is your recruitment method?
Respondent	Basically it's on an 'as we need'. We don't advertise as such, with the waiters, it's when people walk-in and come in and obviously your first impression is the main factor. We try and hire waiters in the area...
Interviewer	Yes.
Respondent	...it makes it easier because we finish late at night, so if they stay out of the area and they don't have their own transport they would have to make use of a taxi and that. Generally we don't hire [people who don't live close to the restaurant] because it is a problem. That's why we try to hire people that stay nearby, so within walking distance or they have their own transport. With the waiters, the kitchen staff [thinks]...look we don't really have a high turnover.
Interviewer	Okay.
Respondent	...Most of the staff members have been here, I think our shortest staff member is two years.
Interviewer	Mmm...
Respondent	...our longest is thirty years.
Interviewer	Initially, how did you recruit?
Respondent	It was also, we were opening up here and they just came past and applied.
Interviewer	Is that the only recruitment method you use?
Respondent	Basically yes.
Interviewer	Do you use word of mouth at all?
Respondent	Yes sometimes. We let the waiters know we need people and if they have any friends or anything like that then...[they pass on the information]. Sometimes customers will ask if there is anything and then they will leave their Curriculum Vitae (CV).
Interviewer	Do they ask for themselves or others?
Respondent	For themselves, some do ask for others as well.
Interviewer	Yes.
Respondent	...our waiter turnover is also very low, so it's not often that we need waiters. I use fixed waiters for day shifts in the week they rotate shifts. Then night it is different, some of them study, some of them have other jobs and some of them leave for other jobs and then they come back again.
Interviewer	You say you use walk-in and word of mouth. Which is the most prominent method that you use?
Respondent	Probably just walk-in. Yes.
Interviewer	Why would you say you use the method you use?
Respondent	Because that way you have got someone walking-in and it's the first impression...
Interviewer	Yes.

Respondent	...the first impression and they have come to you which means they are more willing, they want the job.
Interviewer	Yes.
Respondent	...whereas with other ways [recruitment methods] you don't know what you are getting whereas with a walk-in, they obviously stay nearby or they have been here before...so it helps.
Interviewer	In what way does it help, related to the restaurant industry?
Respondent	Uhm...we are very relaxed here. We are not strict and rigid; so customers come back for the waiters basically...
Interviewer	Okay.
Respondent	So their personality and that is what makes us busy.
Interviewer	Well when you have had waiters come in, if you could describe to me the 'first impression' to me, how it works.
Respondent	Basically what I look for when someone comes in, if I look at their neatness and appearance. I look at their voice level, if someone is timid or quite, they are not going to work [fit in] here. You have got to be able to talk to the customer and the customer has got to be able to hear you.
Interviewer	Yes.
Respondent	...if someone whispers to you that they are looking for a job, I mean, it's not going to work.
Interviewer	Yes.
Respondent	...and I have to get a good vibe from the person, because we rely a lot on [a good vibe]...we have a good vibe here and people come here for that. We are very close, we are family kind of people, [and] we all get on with each other. So you do need to have that kind of persona.
Interviewer	Yes.
Respondent	You know?
Interviewer	Yes
Respondent	It does not mean if you are quiet you are not going to get the job. It is just the way you come across, the way you present yourself. You have to have a bit of confidence, there have been people that have worked here that have been very quiet and [have] overcome [that] and develop[ed] and come out of their shell.
Interviewer	Yes, yes...
Respondentso ya...the first impression is the main thing and then I look at where they stay, if they say nearby, I look to whether they have any previous experience or not and then that becomes a factor but the first impression is the main thing that decides whether they have got the job or not. Also I look at what time they come and look for a job. If someone comes in on a Saturday, when we are running a queue, looking for a job, I am not even going to give them the time of day. I am just going to tell them 'cheers, no', I am not even going to take their Curriculum Vitae (CV). I generally don't take CV's, as well, unless I know that I have something that I know might open up. It just gives them false hope and I know they have paid to have their CV's copied and stuff. I prefer, if I have a good vibe from the person, and I don't have anything available I tell them to keep trying other places and to just pop-in from time to time if they still haven't found anything. I find that works the best because they are not thinking, 'okay my CV is there, I might get something'. So, ya.
Interviewer	And with word of mouth...how do you find that to be useful for your company?
Respondent	It goes [laughs]. I know from past experience...I had a guy that was a brilliant [emphatic] waiter who asked about his brother to get a job and his brother was useless.

Interviewer	[Laughs]
Respondent	Obviously when a good waiter recommends someone or a friend or something it goes a longer way because you know they are not going to recommend someone they do not believe in.
Interviewer	Yes.
Respondent	...so generally they will have a preference over someone else that just walks-in because they know it is on them if that person doesn't work out. It doesn't always work. It is not always a good thing to hire friends because they then want to work together and stuff like that. It sometimes creates problems, so we generally don't hire couples for example.... Because then they want to work the same shifts and then it's just causes a problem.
Interviewer	And friends?
Respondent	Friends are okay sometimes [hesitantly]. Sometimes it can be a problem, but it just has to be monitored and they have to understand they are being hired separately and on their own merit.
Interviewer	With your current staff. Do they know each other?
	Well they know each other from working here.
Interviewer	Okay.
Respondent	...We have a couple of newer waiters but generally most of the waiters have been here...Pedro has been here for four year, three years, five years, six, seven years [counting out loud] and we have got a couple that have been here maybe six, seven months now. We recently had a couple of waiters that left and went overseas and stuff like that and studied and that. We lost a couple of waiters now recently, six/seven months ago and I have got one or two leaving soon that are doing other things. It does, but generally our waiters have been here for a long time.
Interviewer	I am interested to know, how does the restaurant industry work?
Respondent	Okay. Your product knowledge is very important. Your communication is very important, your skill in doing it is very important. Product knowledge is very important because you need to know the product well, [so] that you ask the correct questions, [and so that] you explain it correctly. For example, if someone comes and they say that they have got ten minutes and they order something [where the] prep[aration] time is fifteen minutes...
Interviewer	Yes.
Respondent	...the waiter needs to know straight away and [needs] to say, 'actually that takes longer to prepare, rather have something else and when you have got more time come [in] and have it'. If they don't know that then suddenly the customer is getting upset and the food is not ready and he needs to leave...
interviewer	Yes.
Respondent	...and it makes us look bad. Whereas, if it was handled correctly in the first place it wouldn't have been an issue. So...but it is very important that they know and understand the menu and they also have to be fast. Our breakfasts are very fast here, it takes five minutes and then they are ready. So waiters take the order...[and] know the procedures. Take the order, bring up the order, set the table. Because we hand cook them, so if the order is ready someone else will take it to the table, not necessarily the same person. And basically you have got to be able to communicate with your customers; you have got to be able to read your customer. You have always got to sum up a customer. For example, when someone is walking down the road, you are looking and deciding whether they are going to come in or walk past. Are they smokers or non-smokers? Do they drink alcohol or non-alcoholic drinks? Do they want something hot or cold? You have to continually [read the customer]...because if you make the correct suggestion they are going to

	like you and buy into that. If you suggest something and you have read them wrong and they don't like that then they are not going to be happy. You are always, constantly doing that. Do they look like someone you can offer a cheesecake or Don Pedro to? You know? That kind of thing. So you have always got to be doing it. You have got to be thinking what do they want before they want it.
Interviewer	Is that part of sales?
Respondent	It is part of sales, but it is also part of service. It goes hand-in-hand. It is about reading your customer, making suggestive selling.
Interviewer	Yes.
Respondent	So...yes. It kind of goes hand-in-hand. We have a lot of regulars as well so it is important that the waiters recognise the regulars...
Interviewer	Yes.
Respondent	...And know that that person likes cold milk with their coffee for example, that person likes sweetener, that person only has coffee and a newspaper, this person likes his eggs over easy, those kind of things. That's why, especially during the day, we keep the same waiters because during the day is a lot different to the night: it is a lot faster. The pace is faster, people have to get to work or are on their lunch break, you know, so it is a different level of service. At night people go out to eat, they are going to be there for an hour, two hours [and] they are more relaxed. They will have starters, they will have wine, and they will have dessert. During the day people are in a hurry, they are rushed, they want a quick something to eat and they want to go. So it is very different atmosphere and that. At night we put the table clothes on, we set the table, [and] we put candle on so it has a very different feel as well.
Interviewer	Do you use different, do you find you have to use a different type of waiter for the evening and afternoon?
Respondent	Yes. Actually yes. Because it is a different set up. Our weaker or less experienced waiters normally we use for the night because it is more relaxed and you can monitor and keep an eye on them a bit better than during the day. During the day it is a lot faster, they have got to be faster, they have got to be sharper, they have got to know to put strawberry jam on the table without someone having to ask for it. They have got to watch for refilling drinks, they have got to clear the table so when the next table comes, it is easy really, [and] it's just a case of wiping the table. It is a very different waiter that's required.
Interviewer	When you say skills. What exactly do you mean?
Respondent	Skills...carrying plates for example. Carrying plates correctly. What other [to self]? Serving wine correctly, clearing tables. Those are all things that they need to know [about the correct way to do it]. Taking an order on a big table for example, there is a set way to do it so that you don't make mistakes. Doing a table layout plan for example, things like that so the waiter does not just come to the table and ask, '[murmur] who ordered a burger'...
interviewer	Yes.
Respondent	...They know, 'this is your burger with the mushroom sauce' [emphasis], that type of thing. It all goes towards the fulfilment to level of service.
Interviewer	How does the restaurant function in terms of the different sections and what is the system?
Respondent	Okay. Basically what happens is the waiter will place the order on the computer, it will print out the slip for the different sections, for the bar or for the kitchen, then they will take it to the bar or the kitchen and give them the slip. The bar makes all the drinks, some places the waiters need to make their own teas, for example or something like that, here it all gets done for them. If it is busy they'll do it

	<p>themselves and they need to know how to do it, so [as] part of their training they spend a day behind the bar seeing how to make everything. The kitchen [does it] all, they set the table, they'll do the condiments and all of that, they also have set-up duties and end of day duties. We kind if break it down to what the duties are and then they do it amongst themselves that works quite well. They each have different sections, so they have got to make sure that their section is clean and neat and the salt and peppers are filled for example, things like that. But basically there is not a lot they [waiters] have to do themselves; a lot gets done for them...so...</p>
Interviewer	What would you say makes the system run so smoothly?
Respondent	<p>I think it is teamwork. Teamwork is a big factor; you have got to be able to work together because it just makes it easier. The bar knows that if it is more than two drinks they put it on tray. It makes it easier; when the waiter comes they can just take it straight away and making sure the tables are run correctly. So if a table moves, making sure it gets transferred and changing the slip so any waiter can come and see 'okay , this is table ten' and take it to table ten. Communication between workers is the main thing. So ya, teamwork [and] communication are big. Ya, I think we all jump in and do the job, which makes it part of why I do it so smoothly. We have also been here for eleven years, so we have tuned it as we have gone along. For example New Years Day is our busiest of the whole year. We only open at twelve...</p>
Interviewer	How many staff do you have on New Year's Day?
Respondent	<p>On New Year's Day we have all three managers on duty, we have a hostess, we have a runner, we have someone who just makes toast the whole day, we run on eight waiters, we run with three on the bar. It is a tiny bar; you cannot run on more than that. The kitchen we run on six or seven staff members and we also limit our menu to a one page menu. Ya, we actually have got it quite down to a fine art, no one waits longer than thirty minutes for any meal, [which] is really good when you are running a queue. I will give you an example. Two years back, Cafe Sofia next door opened at eight in the morning [and] we opened at twelve. The turnover they did from eight o' clock in the morning to one o' clock in the afternoon, we did in our first hour of being open...</p>
Interviewer	Wow.
Respondent	So ya...it gets very busy. So it was two years ago. I just know because I know what their turnover was from that period and I know what ours was.
Interviewer	Yes [laugh].
Respondent	So it is just an example. On the weekends it gets really busy. We generally try to steer away from bookings on weekends because we get so busy. People know they need to come early if they want a table.
Interviewer	I just interested to know with the walk-ins, you say that your waiters have to be able to read their customers, are you able to read them [prospective employees] in the same way?
Respondent	I believe I am quite good at it. A couple of times I am wrong and often I will bet with the waiters and stuff to just keep them on their toes. I will say 'offer that person this' and they will go, 'no, not today, [and I will say] 'how much do you bet'?
Interviewer	[Laugh]
Respondent	...Or we will be standing at the door and people will be walking and I will say, 'right, they are going to walk in', things like that. It just kinda of keeps you on your toes...
Interviewer	Yes.
Respondent	...but basically if I get a good vibe from the person when I am talking to them when

	they come and ask for a job, they have got a better chance of getting the job than someone that I don't feel that way. Because, at the end of the day we have all got to work together and we have got to... Like I said, customers come back for the waiters so you have got to come across strongly. I will give you an example, if someone whispers to you [that] they are looking for a job, I mean how is the customer going to hear them if I can't hear them and they are coming to me asking for a job?
Interviewer	Yes [laugh].
Respondent	...An example, I was busy on the computer the one day and someone walked in and the waiter asked if he could help and they said no they wanted to see the manager. And just by [the] voice I thought, 'if they are looking for a job I will hire them. Just the way they were interacting with my waiter, I came around the corner and I said, 'hi, can I help you'? And they said no they are looking for a job and I said sit down and I gave them a form, filled it out, I spoke to them a bit and they got the job.
Interviewer	So it was because of the voice and...?
Respondent	The way they come across.
Interviewer	What exactly is a good vibe to you, it might be something different to me. What is a good vibe to you?
Respondent	Uhm...someone that has expression. They smile, they talk, they look at you in the eye when they talk to you, they are not intimidated, the way they stand, the way they talk...it all plays a role. I don't know, it is difficult to describe. If you [referring to interviewer] had asked for a job I would have hired you. Ya, it is difficult to break it down. I guess it comes with experience with working with waiters, knowing what kind of waiter works, knowing what kind of waiter does not work. Like I said though, there is always a couple that start off very quiet, [if you] actually nurture them properly and they come out quite great. You get some people that are over the top, and they sometimes, you have got to watch out because you will get problems later with them. It is a difficult thing to break down to a specific...ya, all of it goes hand-in-hand. Ya, I don't know, it is difficult to break it down.
Interviewer	Yes, I think I understand. I am quite interested in this thing you say. You say the customers come back for the waiters. Can you explain that a bit more?
Respondent	It is the interaction the waiter has with the customer.
Interviewer	Yes.
Respondent	...the people come here for the people that work here. When you are a customer and you are waiting for your drink, you are waiting for your food, you are looking around, you are looking at how clean the place is, you are looking at the way the staff interact with each other, you are looking at how busy they are, you are looking at whether the waiter brought you what you had asked for, which is a big thing [emphasis]. [You are also looking at] how fast it was done, you are looking at all of those things while you are sitting [and] waiting. You are reading things on the table while you are waiting for your drink or for your food. So it plays a big role [with] the way the waiter clears things on the table, the way he takes the order from you, whether you suggest things or not. [These factors] all influences whether you tip them or not and that [emphasis] is relevant to how they interacted with you, whether they connected with you or not. Ya, one of the thing I learnt is it is always important to connect with your table. If you can connect with your table, they are going to like you...
Interviewer	Yes.
Respondent	...you need to find something [referring to idea of connection]. I had, when I worked at another restaurant, there was a waiter that customers would come specifically [for] when he worked and if we were running a queue and his section

	was full, they would sit and wait for a table to be open in his area. They did not want to be served by anyone else.
Interviewer	What was he doing?
Respondent	He had that communication with the customer. His nickname was fish...
Interviewer	Ya [laughs].
Respondent	...and he always found something to link with the customer and he would write it on the bill. If he had nothing to write on the bill, there was no connection or he struggled to find something to write, he had on the back of his docket book he had a whole lot of push slogans. 'Fish today, gone tomorrow', for example, then he would choose one of those to write on the bill. Eight out of ten customers would ask for that bill and keep it, that copy. It was just the way he was and that was what it was about. I was told, when I trained as a manager, that you are on show; you are on the stage when you are on the floor [the restaurant].
Interviewer	Mmm...
Respondent	...because people look at how you interact with your staff, they look at whether you stand there and pick your nose or not, you know. They look at how you carry yourself; they look at how you handle a situation. There could be a drunk person there and he is in the wrong for being drunk and getting out of hand but the way I handle that will influence whether you come back or not. You know, if I grab him by the scruff and drag him out and throw him into the street, you are going to think, 'what the F***' like 'jeeppers man'.
Interviewer	Ya.
Respondent	...that is not the way to treat it. But if I take him comfortably on the shoulder and say, 'look come with me, you are not welcome here', you are going to say, 'he handled that [well], I am going to come back here. This guy is nice'. If I stand in the middle and shout to 'dragon' and I tell him, 'you f***** idiot! How could you mess up that order'! You as a customer are going to be like, 'wow...jeeppers, that guy is an asshole, I am not coming back here. I am not going to support them'. But if I say 'dragon' and I sit him down and say, 'listen, the way you handled that was not correct'. You hear and you see that and you think, 'oh, this guy is good. He knows how to handle a person'. That is going to influence whether you come back or not. It's all different things.
Interviewer	So the experience of the customer is more than just the food?
Respondent	Oh absolutely. I mean, I will give you an example. Take any franchise-spur. There menu should be the same, the prices are exactly the same, but what makes one person go to one spur and not to another? People. The only difference is people. Because the quality should be the same and the price should be the same and the menu is the same. The people. You go to a place where you feel comfortable, you want to be recognised, you want to be comfortable and you want to have had a good experience. Food obviously plays a role because you are paying for that food...
Interviewer	Yes.
Respondent	...but, if you are going to a place and the food is okay but the service was great, you are going to go back there. To a place where the service was s*** but the food was good, it is all about the experience. When people go out at night to eat something they have made a conscious choice that they are going to go there and eat. They want to have had a good time. They want to be able to come back with friends and say, 'I had a great time let's go there. And it is important that that next time is just as good, if not better because now they have brought friends with them to impress. So ya. It is about recognising people [and] acknowledging them. Just delivering the service. A customer drops a fork on the floor, boom, a clean fork is

	there, and they are like 'wow'. Someone in the corner there pulls out a cigarette and the waiter is there to light it for them. It is all about reading your customer, looking at what they need. They [the customer] have still got toast on the table and they have finished their eggs and stuff like that, you take them strawberry jam or you at least offer it to them...
Interviewer	Mmm
Respondent	...for the toast. Someone has got ribs; take them toothpicks before they ask for it. Take them a finger bowl, you know, those kinds of things. Think what can your customer needs and give it to them before they ask for it.
Interviewer	And your waiter must be able to do this?
Respondent	Yes. Some customers like their drinks after their breakfast only, some customers like to finish their drink first before their breakfast comes. There is one guy that, he always gets his coffee and his breakfast is already there and he does not enjoy his coffee because he has not had a chance to drink it. He knows that our service is that fast so he'll come and order his coffee and he won't order his breakfast yet or he'll order his breakfast but he'll say 'I only want it after my coffee'. But the waiters know him now, so they know that's the way he likes it. Ya, you have got to always be reading the situation and looking at it.
Interviewer	With your regulars. What do you think makes them come back?
Respondent	The service. The waiters. It's me, it's us. It's the vibe. You must come sit here on a weekend and see.
Interviewer	Laughs
Respondent	...For me, I love it when we are busy. When we are full, I am in my element.
Interviewer	Yes.
Respondent	...I am shouting orders; I am 'vibing' customers, that's when I am living. It's me, I am the manager. When you are a waiter you can only 'vibe' your section [but] when you are a manager you have got the whole floor to vibe and that's what I enjoy.
Interviewer	You said this place is like you family...
Respondent	Yes.
Interviewer	What makes it like that?
Respondent	We treat each other with respect...
Interviewer	Ya
Respondent	...we acknowledge that we are different and we work with each other. We help each other, we joke with each other, but we also know there is a time to joke and a time for work. When things are busy and that, we work, and when things are not busy we joke around and we play. You have got to have a balance. That's why I say we are not strict and rigid and I think that's what makes us different to other places. There's that interaction. It is important that the waiters personality comes through because that's what customers come back for. Otherwise I might as well have robots here, you know, it's what customers come back for. That interaction, it's that person. Yes, our food is good, we are not expensive, it is fast [and] it is what people come for as well but if you go up to any of the customers sitting here they are going to tell you that it is the interaction with the staff that they enjoy.
Interviewer	Mmm
Respondent	...'the waiter knows me so', 'they know me at the door'. They are going to tell you things like that.
Interviewer	And obviously to keep this family and the vibe you need to have a recruitment method that... [Interrupted]
Respondent	Well that's partly why we do not have high staff turnover.
Interviewer	Yes.

Respondent	Because people are happy here. As I said, a lot of waiters have left and they come back. And they come back because they know what they have here and they have left on good terms, you know. Ya, it is a reflection. If a place has a whole lot of turnover issues you know something is not right there; either with the owner or management. There is a problem there. I think we do it well. We have monthly waiter meetings, we touch base with everyone on everything, we have vibe meetings before shifts...
Interviewer	What is a vibe meeting?
Respondent	We point out shortages and things like that, we maybe put an incentive into place, ya. Vibe meetings to basically gear everyone up and get them psyched for the shift. They make good money here which obviously plays a role for them. The reason they make good money is because they have that interaction with the customer.
Interviewer	And then they get a good tip.
Respondent	Yes. And they recognise customers. It is important that the waiters get to know the customer.
Interviewer	So you use walk-ins mostly. Why do you not use advertising?
Respondent	Advertising normally leads to bulk people coming in and we never have a situation where we need seven waiters or seven kitchen staff. We normally only ever need one or two, so on a walk in basis it is easy, you can decide yes/no or you can take them on. Whereas, when you advertise you are getting sixty people suddenly coming and looking and now you have to determine between sixty which one you are going to take. So, it does not work.
Interviewer	Ya
Respondent	...it is also costly because you have to put an advertisement somewhere. Most of the time from an advertisement you are getting what you don't want...
Interviewer	Yes
Respondent	...so. On a walk-in, it is one-on-one. It is quick, it's easy.
Interviewer	Yes. So with the walk-ins, the very fact that they have come in themselves, does it show some kind initiative on their part?
Respondent	Ya. Ya look, I think if you advertise people are going to come in and look, but normally a walk-in is someone who, one; they have already come to your place so they know where it is. They obviously live or stay nearby that they have come to it. With a walk-in, they have chosen you instead of the restaurant next door or they have applied to the restaurant next door and they are trying you. So ya, it is different.
Interviewer	And what else about it makes it beneficial?
Respondent	Well, like I said, it is a one-on-one thing. It is not a whole lot of people all coming in at the same time looking for a job, and like I said you have got to try and sift through that and see who qualifies and who doesn't qualify. Whereas with a walk-in, like I said, it is one-on-one, it is straight away [and] you are getting appeal straight away. Whereas, with an advertisement, you are getting that interaction and you are meeting that person and you are thinking okay possibly yes but then you are also thinking, 'who else is going to come look for the job'. So that's [difficult], so now do you hire that person straight away or do you wait and see what else you get. So now you kind of lose the essence of that interaction as well. That's why it is important as well that when people walk in you going to keep their CV. Once they have left you are going to jot a couple of notes onto the CV. What you liked about them [and] give them a score, that type of thing. So later on when you are when you looking at it, you don't have the face anymore but you can see, 'oh ya, it was that person' because the CV and the actual person are two different things.

Interviewer	You said something about the kind of rawness of a first impression and what that really means...
Respondent	Ya, because I look and I think, 'what's the customer going to think of you?' Are they going to be happy placing an order with you or are they going to think 'yassis, where did this guy come from', you know? It is all part of that first impression.
Interviewer	You said it is important that they live in the area...
Respondent	We prefer it because there is less chance they are going to be late for shifts and short notice if you say you need them, they right here, nearby. So they can be here on short notice and transport. There is less chance they will have a transport issue and not be able to come to work [emphasis] because they stay around the corner.
Interviewer	Ya.
Respondent	...whereas if they stay far away it also becomes an issue of how will they get home, how will they get to work, things like that. So generally, some of my guys do stay far away, but they have also been here a long time with us and they are responsible.
Interviewer	We have mostly been talking about the front of the house staff. With the back of the house, when they walk in, what are you looking for?
Respondent	Uhm...looking for someone that has experience, those that know the difference between a ladle and an egg lifter for example, they have worked somewhere before so they have some knowledge of what a kitchen looks like as opposed to someone who has no idea. Our training in the kitchen is on the job training, it's not you only train and you okay... now you are going to work. Through that training college, it has helped. We have been with them for about three years now doing training and stuff and that has helped because they do their training here and we evaluate them and that and then we look at whether they have worked for us or not. Whether their skill of learning and that and then we look at that and say, 'okay, you know what, they actually grasp the concepts quite fast and stuff like that, let's see if we have a position for them or not'. So it is very different, like I say, most of our kitchen staff have been here for four, five years. So it is not a big issue. If I try and remember back to when they started, from the beginning when we opened, it was a couple of us who just advertised and they came in and we interviewed them and things like that. But since then staff turnover has been very low so it's also the odd person here that is someone's sister or something like that.
Interviewer	And then personal qualities that you look for in your staff?
Respondent	Kitchen staff must be able to understand English, they need to be able to read, they need to be able to write because they need to read the slips, they need to show willingness to work, [and] they need to want to learn. A lot of our staff have advanced. Our night manager for example started as a toaster maker, he only made toast on weekends. Then he moved to a waiter and then he became a manager, the man at our front desk, he used to work in the bar and then we moved him to the door. A couple of our waiters also just started making toast, Pedro for example moved to the bar, was a barman, and then he became a waiter. So we like to promote [from] within as well and we like the staff to show they want to learn more, not just wash dishes or just make salads...they want to work on the grill and stuff like that. They are not just hired and that's their job, that's all they do
Interviewer	Yes.
Respondent	...which is different. Some places work on that. You have cleaners, you have salad makers, you have making section and the grill and that's it. That's all they do. We like to rotate the staff around and let them all know how to do the different things
Interviewer	Oh okay.
Respondent	... give them the knowledge of doing the different things.

Interviewer	That's interesting. So there is not really a division of labour for them...
Respondent	No. If you look at any of them, their position is 'kitchen', it's not 'cleaner', 'salad maker'. It is because of that that they move around and they are able to do the other jobs.
Interviewer	And then you consider them for a promotion?
Respondent	Ya. Like it is amazing. Some people...they are just, for example, one of my ladies changed the presentation of one of the prawns the one year and she called us over and said, 'what do you think if we present it like this rather'? And that's the way we do it now.
Interviewer	Oh. Okay [interested]
Respondent	...We want to see that, we want to see them take the initiative to try things, you know, to feel like they can as well; it is important. Ya, I always believe you have got to enjoy where you work. You spend most of your time at work and if you don't enjoy it you are wasting your time and the employer's time. It's one of the things that help people when I hire them. You have got to enjoy working here; if you don't enjoy working here they are wasting their time. They will make mistakes, it is part of learning. I tell them they can make one hundred mistakes as long as it is different mistakes and they learn from their mistakes. If they make the same mistakes over and over then that's a problem. If they make different mistakes and they learn from it then it's fine. [It's] part of learning is experience.
Interviewer	And is it important for them to enjoy it because that translates to the customer?
Respondent	Yes. I always tell them to smile when they make the order. If they don't smile when they make the order how can the customer smile when they eat it?
Interviewer	[laughing]
Respondent	...if they make it all sad, the customer is going to be all sad when they eat it. You know, it rubs off. If they plate it nicely. They take pride in it basically when they smile; they are not just slapping it on. You can tell the difference between something that has just been slapped together and something that has been put there, you know. Ya, it is very important.
Interviewer	And how important is it in the restaurant industry that you do have staff that stay a long time?
Respondent	I think it is very important. It shows a reflection of the business. For example, I went to work at a spur that had changed owners six times in one year. That says something and we turned that around. We turned that around to running a queue on weekends at the door, down the road and around the corner. Your staff make the business...
Interviewer	Mmm
Respondent	...if I have got someone who can work properly, he is going to make my customer come back. I think it is a reflection of a place. It comes to recognising, it works the other way. We try and recognise regulars; regulars can recognise waiters and they know this guy knows I like sweetener. In the beginning, when someone new starts here, there is often a bit of time where it is difficult because now the customer has to re-explain the way they like it. It is funny because sometimes customers here will be like, 'where is that person, isn't he working here? He knows my order' [indignation]. [It's like] 'Don't bug me', you know, 'that person knows my order!' And it makes it a bit difficult because that person [waitron] is new and he is enthusiastic and he is trying and he gets shot down... 'boof boof boof'!
Interviewer	[Laughter]
Respondent	...Like, 'go ask that person, they know my order' [customer]. It works the other way around. If you go to a place three times a week and every time you see completely different people, you will be like, 'shoo, what's going on here'? And you think, you

	know. So it does play a role. It goes to show when people are happy they stay.
Interviewer	Mmm
Interviewer	And what do you think ultimately makes them happy here?
Respondent	Here?
Interviewer	Or in the restaurant industry.
Respondent	I think it is our interaction with each other. Our friendliness, the way we handle things; we do not scream and shout and curse and shoot them down in front of a customer. Ya, it is our interaction, it is our...our individualism is not broken down. They stay true to themselves, they are not some other person when they are here and ya, I think that's what makes the difference. We are busy because we are doing something right and the waiters make good money here. So they also stay and they make good money because they do things right and they interact correctly. You know, ya.
Interviewer	I was just wondering about the walk-ins. Do you know how many were told, because you said customers sometimes ask for other people, do you know?
Respondent	It is a small percentage. Just thinking back in the last three, four months now, I know of about five or six people that have been referred to me through customers or through other people. I just don't have the space, so they haven't got the job. The manager at checkers has referred me to someone; a priest next door to the church has referred me to someone. Customers that sit and come; regular customers have come and said, 'can I help this person, they are looking for a job', but we do not have a high turnover rate.
Interviewer	Mmm
Respondent	...So it is difficult, there is not something always open. Ya, one has to watch that you do not have too many waiters on a shift. If they don't make money they are not going to stay and you have got to watch that you don't lose the good ones. So you need to make sure you have a good balance. Otherwise they are like, 'you know what, I am not making enough money, I am not getting enough pay [and] am going to look elsewhere'. So it is important to watch that.
Interviewer	I know this might be repetitive, but for the last question. How would you say your recruitment strategy has benefitted your business?
Respondent	How has it benefitted us [thinking out aloud]. On paper? Advertising for a job?
Interviewer	Yes.
Respondent	It isn't something that is always needed, so we don't have to. There is no urgency. We don't have to hire someone and just take anyone; we can be selective which makes a big difference. And then, ya, it is that first interaction that they make, makes you think yes or no. It's basically not, there isn't a high demand for it; we need four waiters. So you are more willing to hire the first person that walks in, whereas we are covered so we can be selective and say, 'you know what, that person looks right, they can start off having a shift or two'. I know in the back of my mind who is starting to study next month, who is starting to study so I do need someone and I can start looking now, but I don't have to get someone immediately. So ya, I think that makes a difference. We can be more selective because we are not restricted to a time constraint, which makes a difference as well. The same like if you are trying to find a place to move into. If you know your lease only expires in three months' time, you can be selective and look around. But if you have only got a week to suddenly find a place it is a very different, you look at something and think, 'not ideal but I will take it'. Whereas when you have got more time you will be, 'I like it, but I don't know, will look around a bit more'. So that makes a big difference as well. So ya, that makes a difference. Whereas if you advertising a position as well, it is normally a more high-skilled position or like a

	manager or something like that or you are needing [need] to fill that gap you have. You are needing more than just one person. So I think that makes the difference, that we can be more selective and we can rely on a walk-in because there is only normally one position every now and then that needs to be filled. It's not suddenly that we do not have any waiters. So I think that makes a difference. Our kitchen staff as well, have all been here for many years so we can also be selective to when we need something. The kitchen we do a lot of family or friends and things like that. If someone is going on leave and we are going to be short, someone's sister will come and temp for us for that time or something like that.
Interviewer	Why is that?
Respondent	Just to, because someone goes on leave you are going to have that position open, but they are coming back so it is a short-term thing. So normally we will get someone's sister or something to fill that, and they are at home not doing anything or something like that so they will just come in for that time. Our cleaner, we have got a specific cleaner that just cleans, when she goes on leave her sister replaces her.
Interviewer	And do you use that method for the kitchen and the cleaners because, well why?
Respondent	Because it is normally a short-term period and it is someone's sister. They are not going to get their sister to do the job if their sister can't do the job. It reflects on them...
Interviewer	Ya.
Respondent	...because if it does not work or we have problems, they don't come to work and stuff I can call you and say, 'hey listen, you told me to get your sister to come but she is useless, what's going on'? I have got a point of reference in someone that I can say, 'this isn't working, what is going on here'? and then you can, it helps with conflict as well because now you can say to your sister, 'hey listen, I recommended you there but now you are doing a crap job...come on and come right. What's wrong with you? My name is at stake here'. So that makes a difference as well.
Interviewer	Okay, thank you. You have answered everything. Thank you very much.
Respondent	Cool. I hope it has been useful.
Interviewer.	Yes. It has been very useful. If there are any more questions, could I come back?
Respondent	Yes. Cool
Time:	1: 14: 16

Appendix C

Prema Raciti Construction

Prema Raciti Construction

Date and location of interview	Thursday, 25th of August 2011
Company	Prema Raciti Construction
Company location	Montague Gardens
Interviewer	Anya van Wyk
Respondent	Mrs Louise Raciti
Transcriber	Anya van Wyk
Address	5 Esso Road Montague Gardens 7441
Contact details	Tel: 021 551 4500 Fax: 021 551 4801 Cell: 083 603 0049 Email: araciti@mweb.co.za
Storyline	<p>Raciti construction specialises in the building, renovation and restoration of state facilities such as schools, universities, heritage buildings, hospitals and police stations across the Western Cape. A smaller part of their business involves the construction and restoration of private homes. Their main clients are the Department of Public works and the Provincial Administration of the Western Cape. Construction for the state requires that they be cleared by the National Intelligence and there are a number of stringent regulations that they have to pass. Raciti construction has been in business for 21 years and is located in Montague Gardens since its move from Table View [or Tableview]. They can have as many as ten projects a year, depending on the size of the project or two big projects that can run over a period as long as three years.</p> <p>The employee skill level ranges from unskilled to skilled. The general worker or labourer is probably the least skilled, tasked to do the digging. The semi-skilled employees are the painters and bricklayers and the artisans and carpenters/cabinet-makers as well as the more experienced bricklayers and painters fall under the skilled workforce. It is mandatory that every site has a foreman in charge of health and safety. Additional positions include the individual in charge of caring for the storage on site and the house that houses the deliveries and equipment needed for construction. Raciti construction has a total of three managers with an additional three managers' onsite. Office staff include quantity surveyors who fall under skilled staff; the receptionist and PA who have obtained their grade twelve certificate; the bookkeeper who has also completed her grade twelve and post-Matric courses in bookkeeping; of the two store managers, one has completed grade twelve. The store managers' duties require them to manage the materials in the store. This involves making sure the equipment that goes out to site is repaired and serviced. They also gather the materials that are needed onsite such as the safety signage and safety equipment. The employees are all permanent and make up a total of six females and sixty men. There are four white women, two coloured females and the men are an equal division of coloured and black. Most of the employees live in Khayelitsha, Delft, Mitchells Plain, Manenberg and Gugulethu. Staff are picked up at what they term 'pick-up' points. Eighty percent of the staff have been with the</p>

	<p>company for years and have worked their way up.</p> <p>In order to gain state work, Raciti has to submit an application for the state tenders. The company is then placed through several checks and references are contacted. If granted the tender, construction ensues but many of the contracts state that twelve employees must come from the area in which the construction takes place. Therefore, their current project in Atlantis, required that Raciti used a community representative to find them the twelve additional employees in Atlantis. Sometimes, if those employed from the community work well, they will be given a permanent position with Raciti. The process of construction is quite demanding as there are strict deadlines and construction beyond the given deadline results penalties.</p> <p>The recruitment of staff varies based on the position needed. Quantity Surveyors (QS's) or project managers are recruited through newspaper advertisements. The remaining staff are recruited through word-of-mouth via the existing body of staff. In the case of very specific skill requirements such as an artisan or tradesman, Raciti will make use of local newspapers and Gumtree. They also recruit by promoting from within.</p> <p>Mrs Raciti states that they find word-of-mouth useful because a) the employees know how the business operates and what Raciti requires and therefore they bring in good staff with the right skills set that they know can have a career with the company. 'Career', being the operative word. They want people to stay in the company for a long period b) Family members are brought in and the company prefers this method. They had a grandfather working for them and three generations of his family have worked for Raciti construction c) When advertisements are placed in newspapers, individuals looking for employment send in Curriculum Vitae's that are often not representative of their skills. Therefore, if they are employed they become liabilities and are hard to get rid of. Whereas, if they use word-of-mouth, their current employees are able to bring in people with some level of skill, or who they know can work in a team and therefore, there is more of a match in terms of work placement and the company does not sit with a group of unskilled, unemployable people d) This often leads to the employment of family members and Raciti prefers it this way. For example a man by the name of Barot is eighty-one years old and started working for Raciti as a young man. He retired about fifteen years ago but still works for Raciti, maintaining their garden and acting as an apprentice for the other employees. His cousins' work for the company, his brothers-in-law as well as his brothers and sisters.</p> <p>The recruitment from within is key to the construction industry. Old apprenticeships are not available any more in the construction industry. They tend to learn on the job and then go through courses run by CITAS. Once, they have learned on the job from their peers, if they do better, they get promoted and incentives are given. This process occurs over a period of years. Competent staff then pass their skills onto each other and this is how the training takes place. Recruitment from within and the method used to train is important because the skills obtained in construction take a number of years to accrue. For example, bricklaying is quite an involved process and training in it takes a number of years; according to Raciti you have to learn how much cement to place under the bricks. She says for the kind of work they do it has to be perfect. This means the brick has to be cut precisely and the lines and angles have to be consistent and according to Raciti this all takes years to perfect. The</p>
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	same applies to painting. According to Raciti, employees have to master the art of applying the products properly and creating a perfect finish. And this is learnt via training onsite. The same applies to plastering and carpentry. Raciti attributes the success and longevity of the business to the fact that it is family run and that it has a family feel. She says she knows all the employees, their problems and they have even educated one of the family's children.
Verbatim transcription:	Raciti Construction
Interviewer	Just to start, what commodities or services do you offer?
Respondent	We are a construction company. So do you want to know what we actually....
Interviewer	Yes, do you build houses?
Respondent	We do mainly state work, which is schools, old building...total repair and renovation and new buildings. Painting and everything and we do the domestic market, but it is a very small part of our business...building houses, ya.
Interviewer	Is there a reason for specialising in the state construction?
Respondent	Because we have been in it for about fifty years, so that is our core business because it takes quite something to be properly lined up for the state tenders. Your company has got to conform to a lot more regulations, so it is an expensive process, so if you are in there you just stay in there. We find it is a better market, so we specialise in the state work and especially with old buildings, you know, with heritage buildings and also, with the state, with the ministerial side and then your company has to pass through a lot more regulations. Your company has to be cleared by National Intelligence, all your staff, so it is a lengthy process.
Interviewer	Ya.
Interviewer	You sort of mentioned this, but who are your clients?
Respondent	The Department of Public Works and the Provincial Administration, Western Cape.
Interviewer	And this location, do you own it or rent it?
Respondent	This here?
Interviewer	Yes.
Respondent	It is owned.
Interviewer	And were you always here or did you...
Respondent	Uhm...we have been here for twenty-one years.
Interviewer	Wow. So your company has been around for a long time.
Respondent	Yes. We moved from...we had offices in Table View, but Montague Gardens, there was nothing here. When we came here it was not a developed area yet.
Interviewer	Are you involved in areas that have a lot of rundown buildings, you'd go in and do that?
Respondent	Yes.
Interviewer	Have you done that in Montague?
Respondent	No, nothing here. This is an industrial area. We have built here, yes, we have built new factories, but the state work is, mainly, all areas. The townships, everywhere where the department has schools, hospitals, police stations, that all falls under that umbrella.
Interviewer	So how many projects do you do a year?
Respondent	It can be anything from five to ten or if it is a huge project that runs over, some of them will run over three years, let's say that could be two big projects. So it depends. You know, little projects it's smaller time frames, but longer ones...then it's big and there is a big staff concentration then you just concentrate on that.
Interviewer	And this is the only branch?
Respondent	Yes, yes.

Interviewer	You don't have a franchise?
Respondent	No, no.
Interviewer	How much does it cost, well you own it, but how much does it cost a month?
Respondent	Rental?
Interviewer	Yes.
Respondent	I will tell you that afterwards, I don't know, I will check with Tina.
Interviewer	And your labour, what are the skill levels of your workers?
Respondent	Well it starts at the bottom with a general worker, which is the labourer and then it moves to the second category, which would be your semi-skilled. For instance, a learner, painter or a bricklayer. And then it moves up to the artisan, which is your painter, your bricklayer, [and] your carpenter. Then we do have those that are more skilled, you know that are, he could be a carpenter but he is a finishing man. He could be of a cabinet-maker level, so he is not the same as the man that is just knocking the trusses together on the roof for instance. And then you will start moving up to the office staff. You will have your junior quantity surveyors, which are like estimators because they are not qualified yet. Then you will have your quantity surveyors. I don't know if you want to know the office staff?
Interviewer	Yes.
Respondent	...and then you will...we will start with Ashleen who is reception. Then it moves up to the Personal Assistant (PA) and you will have a bookkeeper and then your Human Resources (HR) department and then of course, your store managers. That's sort of the staff complement.
Interviewer	The receptionist and the PA. Do they have Matric or have they studied further?
Respondent	Yes. Yes. She has got Matric yes, the receptionist, the PA as well and they have got other further courses that they do. The bookkeeper also, they are all Matric with extra courses. The qualified quantity surveyor has got a degree, a university degree. And then the ones that are the estimators are still getting their degrees, they are at the technikon.
Interviewer	And the store managers?
Respondent	The store managers are well, no. Matric Sean would have, has one, and the other no.
Interviewer	What exactly do the store managers do?
Respondent	Well they manage all the materials in the store. He manages everything in the store. All the materials are here, the smaller materials. So for instance, if an order comes through, like you saw Faihim here now, he is going back to his site but he needs the safety signage and some safety equipment and that request has already come through in the week from him and they must see that it is ready to go out to site. And you know, they get things ready for the site and check the stuff that comes in for repairs and the ladders come in to be repaired, the machinery is checked and serviced...so ya.
Interviewer	On site, do you have people in charge? What are they called?
Respondent	Yes. On the site you have a site foreman, which is a general site foreman, and you will have your health and safety representative on site that could sometimes be the same person because if it is a small job he will do it all. And you will have a house, someone in charge of housekeeping and stores and then the labour force.
Interviewer	What are stores?
Respondent	Whatever, for instance, I will have a container on site and in it will be the paint and all the things they need for the job and he must check that it is neatly stored and that it is all there and when the deliveries come through you will have a store man on site as well.
Interviewer	And just with the gender. How many men, and how many women do you have?

Respondent	Well it is, let's count the women, you know Clara, myself and Tina, Liza and including Moreen, there are six ladies and I would say about sixty men.
Interviewer	Are they all permanent?
Respondent	All permanent.
Interviewer	So with the sixty men, you include all men that work on site?
Respondent	Yes.
Interviewer	And then race?
Respondent	Tina, Clara and myself and Liza, four white women. Ashleen and Moreen, that's two coloured ladies and the rest are, there is an equal division between coloured and black.
Interviewer	And then where do most of your employees live?
Respondent	Most of the employees are Khayelitsha. I would say most of them are Khayelitsha, Delft, Mitchells Plain and Manenberg. Those are the main areas, and Gugulethu...ya.
Interviewer	And how do they generally get to work?
Respondent	They get picked up. There are pick up points.
Interviewer	And I forgot to ask about management. How many managers do you have in your company?
Respondent	Well managers are, the managers are Slemming, Fahiem and myself. We are management. And then site managers, you'll have Solly, I am just thinking in my head, Nico, Peter...three. Nico is site, Solly is site, Peter is site, yes, three.
Interviewer	And you say the company has been around for fifty years, so how long have most of these people been working for you?
Respondent	Well...many of them have been here since; they started as labourers and worked themselves up to site managers. I would say eighty percent.
Interviewer	Okay, this is the main part of the questionnaire. How do you recruit your employees?
Respondent	Well if we are, for instance the Quantity Surveyors (QS's) or a project manager, we would run an advertisement. Okay. The rest of the staff is internal, just ask the existing staff and they will either know of somebody or bring in somebody. The worst case scenario we will advertise or put it on Gumtree and the local newspapers. All the newspapers [are used] if you are looking for artisans or specific tradesman and they can't be brought in by the staff.
Interviewer	So this is like sort of word of mouth...
Respondent	Yes, yes.
Interviewer	And then you also said that they work their way up.
Respondent	Yes yes. There is promotion from within.
Interviewer	So when you do the promotion from within you then have to replace the...
Respondent	Yes sometimes, sometimes. Then somebody else will just come along because you know they start working...what we normally do is, if you take an artisan, if you have got a carpenter, you will give him an assistant and he will try out a few people. Let's say he has two assistants, he will then teach them the trade and there are various courses through the CITAS, which I must admit are not good...they should go back to the old apprenticeships. And then he will say, 'you know what, he is really doing well', and then we will up his salary and you will give him the incentives all the time...you will pay him a bit more because he is doing a bit more. And then he goes onto the tutorship of that artisan until such time, it takes a number of years, that you can see he can really perform all the tasks and once they feel he knows what he is doing and then you send him for the trade tests to see, to get his skills acknowledged.
Interviewer	With the trade tests, how exactly do they work?
Respondent	They go...through the masters builders it is arranged and then you go to the Further

	Education and Training College (FET), the college, it used to be the old Belhar training college, but it has a new fancy name now. The North Link, next to the University of the Western Cape. They do it there too.
Interviewer	So you also have a system where people are teaching how to...
Respondent	Ya ya...it is the only way to do it.
Interviewer	Why do you find that works so well?
Respondent	<p>Because, before, years ago you went into an apprenticeship and you were properly taught and then you would come in here and you would go to, which was then called the Belhar Training College, which had facilities in there. They have got plumbing facilities and brick-laying and modules. They teach the guys in those fields and professionals taught them and then you would sign your staff up for, I think it could be for a two or three year programme. And they would say to you, 'okay, they have got to come so many weeks in the year', and they would do modules with them and then after the third year or forth year they qualify. That does not exist anymore. So if you have got competent people with you now, that skill, it is like from father to son [like] in the old days the families, if you father was a painter or whatever, you worked with him and he taught you. So we find that is a far better, they learn far, far more. For instance, if students for their second year, I try and take as many as I can, but I emphasise to them, 'do not come in here to work in an office, you go to the site, you will start as a labourer, you will work with the labourers'. 'Then we will move you around', you know you get your bricklaying crew, you get your plastering crew and you get your painting crews and your plumbing crews. You put him with all of them and when he has finished that year he is far more knowledgeable than anything sitting in an office could give him. At the end you give him to the quantity surveyors and they take him with and they show him this is how you measure, this is how you work. But if you do not understand this is how big a brick is, you will never know what you are doing. So we find the on-site training is far better than anything else you could ever give them.</p>
Interviewer	So what would you say are the most specific skills to this trade?
Respondent	<p>You mean what they need? You know, I think, in the construction industry your level of education does not really matter. Because we are, I think with the mining industry, the biggest employers of the really, not illiterate, that is not the term I want to use but people that have maybe not been fortunate enough to have a good education, they can get a job. Because as long as you can understand what you are doing and you are willing to learn, you can advance yourself easily in the construction industry. Because you will work with a guy and you will know, this is how you dig a whole properly, this is how you put things in so that the sand will not fall on you. It is a whole different thing, so it does not matter if your writing and reading skills are not good, that does not matter, you can work in the construction industry.</p>
Interviewer	Why do you find that you use word of mouth, why is it a good method?
Respondent	<p>Because your staff, especially your long term staff, they know how you operate, they know what you require, they know if there is somebody that's good out there that will have a good career with the company. Because we are good employers, we look after our staff and you have got families here. You have got grandfather was here and it has come down three generations already that are still in the company. It is a much better way that.</p>
Interviewer	And do you find that, so they are able to bring in people who have those skills?
Respondent	<p>Skills...yes. And also, we have found that if you put an advert in you could get a thousand responses, many people [emphasis], those Curriculum Vitae's (CV's) are just a figment of their imagination, believe you me and it is not easy to get rid of</p>

	people once they are entrenched. Because when you read that, none of that ever happened.
Interviewer	So can you give me examples of, you said there are generation, can you just give me a couple of examples?
Respondent	Well we have got; for instance, Barot is eighty-one years old. He turned eighty-one a month ago. He was here as a young man, as a labourer. He has retired, I mean they must retire fifteen years ago or more, but he wants to work. He will die if he stops working, he has got the strength of five young people and we keep him here because it gives him an incentive, you know, it keeps him alive and secondly he inspires the young people and it is not heavy duty work. He maintains the gardens and he will go out to the sites and he will teach the youngsters, like, 'this is how you clean up', but he is not physically working as a labourer. We have got his cousins here, his brothers-in-law, all their family are here. For instance, his cousin is a watchman, he is also a bit tired, but he is a watchman. All of his children are working here; his granddaughter was schooled by us because she had no parents so the company sent her to school and everything. She has just finished school now. I mean it has just come down from generation [to generation], brothers, sister, everybody; they are all related.
Interviewer	And you find this works well?
Respondent	Oh ya...very well.
Interviewer	And do they work well as a team?
Respondent	Yes, yes. You find that you learn quickly that there are, you can see the teams work and when there are clashes, personality clashes which there always are, you have to learn to move your staff around and you will find eventually that they all slip into place...
Interviewer	Mm mmm
Respondent	... and they work as teams...it works well.
Interviewer	Maybe if we could go a bit more into how the construction industry works especially with what you do, where it is big projects like schools, what goes into building a school?
Respondent	What do you mean what goes in?
Interviewer	You obviously need builders and stuff, but do you need painters and carpenters...
Respondent	Yes, yes. What you do most in a state project...we have all our own staff complement, but we will subcontract out the plumbing and the finishing. [For example], the plumbing, the roofing, the air-conditioning, the carpeting and the flooring; other companies come in. So before you tender for the job they all put their prices in, if you get awarded the contract then those are the people that you use. Many of the contracts state that you have to have a percentage of local labour. So what you do for instance, now we are going into Atlantis, it is a small project but I have to have twelve local people. So what we do is; we get a local representative...
Interviewer	Local, as in people that live in Atlantis?
Respondent	Ya, people that live there.
Respondent	...Then we take in twelve, it will be labourers, when you start you always start with the labour because you start the digging. You know, the trench and digging. It starts with the labourers and you dig, dig, dig, then you start with your brick work and in comes your bricklaying crews because then they start with that plus the labour force and then eventually when it goes and then it is plastered and then it is painted. So you can see how the different groups come in and then you will take from the community, hopefully in all those trades, so everybody gets a chance. You will get the guys coming in who are going to throw cement and then you can get a guy from there that knows how to plaster, so he will come in, and you will get a painter and

	then you train them while they are there. You will give them help in safety training and they get that basic, if they have never worked on a construction site, they have now learnt skills while they were with you, which of course, gives them a better opportunity when they go out there and look for work...they do have basic skills.
Interviewer	So how do you find the local people?
Respondent	It works, it works. Oh, how do I find the local people? You know what you have to do? You have to find a community representative. That works very well and the people come in through...that person [community representative]. [The community representative] is on your site everyday and then you know that applications come in from that and then you choose from that. And normally you take more because some of them, it is just not going to work; you can see it is not for them and then you just sift through it eventually. You find those that come in and then after the second week will only come in two days a week and then you just get rid of them.
Interviewer	And have you ever employed those people permanently?
Respondent	Permanently...yes. We have found on some occasions that we have picked up through the years some really good workers like that, which we have kept.
Interviewer	And the kind of service you offer. Is it mostly face-to-face? What kind of service is it?
Respondent	Yes, it is face-to-face because once the contract has been awarded you work around the table like this with the architects, the engineers, and the quantity surveyors. It is on a face-to-face basis.
Interviewer	So does it first start out with working with the architect and then...?
Respondent	For instance, if it is a private home then normally the architect will phone you and say, 'would your company like to tender on this project? Come in and collect the plans'. They have normally worked with you before or they have heard of you, then you will go in and give your price in and he may ask for a meeting with you to discuss your company [and] to see what you can offer, and to see if you are reliable or not. They do their cross checks first and with the state work you tender, [and] most times, there is an on-site meeting where all the contractors meet that are coming to tender. Then once your price has been successful, they have given it to you, then the project managers and the architects contact you and then they do their quality checks first. They go through the work you have done, they phone people, they check whether you were reliable [or not], did you finish, did they have problems with you, what is your workmanship like and then you will have a meeting with all of those people before the project starts.
Interviewer	So with construction in general, there are these deadlines?
Respondent	Ya, each job has a deadline and once you run over the deadline [there are] penalties. You get daily penalties.
Interviewer	Oh.
Respondent	What you are allowed to extend it by is the number of rain days because, you know, when it is raining you cannot work. So you have to keep very good records and unless it is something totally out of your control, let's say there are strikes, or the client has requested a product like specialised flooring like in hospitals that can take cleaning with acids and it is coming from overseas and there has been a delay. But you cannot just decide, 'well I am working slowly', it does not exist. You have to, there is a time frame. When you sign...the day you walk on the job is day one and the state is strict about deadlines...definitely.
Interviewer	So how do you make sure that you...
Respondent	Well you just have to programme your staff well. You become very efficient at what you do and if it takes a double shift, you work a double shift in extreme...If you are working at the University of Stellenbosch, when the students were writing exams we were demolishing a building, you cannot make that noise there. So then you will

	work until a certain time and then there are those few hours that they are writing, so you can't work, so you will just work later into the evening and then you will come in on a Saturday and a Sunday when there is nobody there. You will make up like that.
Interviewer	Do you find that because, the fact that people have been working for you for so long, that they are willing to put in those extra hours.
Respondent	Yes. They get paid well for it. Ya, they are and they know that they have got a job, their job is secure.
Interviewer	With the construction industry, do you find that you have times of the year that are particularly busy or...
Respondent	Uhm...yes. Winter time is difficult because of the weather. If it is outside work you can't work, so you have got to send the staff home. But economically wise, no. There is money, people get bonds, the housing market will be good, but with all this fiscal tightening now it is very, very quiet.
Interviewer	Do you find that you sometimes have to hire casual workers?
Respondent	Yes, yes, yes.
Interviewer	How do you do that? Is that also word-of-mouth?
Respondent	Yes, yes. They will know, if they see something and they will come. People also come there and see if there is work and then that will be for the duration of the contract.
Interviewer	So people will see you working on site?
Respondent	Yes, and they will come and see if there is work.
Interviewer	Okay.
Interviewer	You briefly mentioned that you don't use advertisements or you don't use them a lot. What is the reason for that?
Respondent	Because it is...do you mean adverts for staff?
Interviewer	Yes.
Respondent	Because we just find it is not necessary. Somebody will always know of somebody that is looking for work.
Interviewer	Mmm....
Interviewer	And do you find that they do recommend reliable people?
Respondent	Yes, yes.
Interviewer	And then, recruitment agencies?
Respondent	No. We never use them. For instance, my receptionist, when I was looking for somebody I spoke to one of our, where we source out materials, they all get builders that they look after and the lady there worked for us for so long I said, 'look, I am looking for a receptionist and you'll know exactly what I need', and she said, 'I have got the right person for you'. You see, that is it, because they know how you operate and look at Ashley, she has been here five, six years.
Interviewer	And have you got any other examples of where the recruitment has been successful?
Respondent	Also through the Building Bargaining Council, they have a website. Where they encourage out of work people in the industry to log on. You can give it to them, the Bargaining Council will log it on, so you can go on there and you can look. That is a service they offer us.
Interviewer	So most of your workers have been here for a long time?
Respondent	For a very long time.
Interviewer	What I would like to discuss a bit more, is maybe, the promotion from within. How does that work?
Respondent	As they have worked through the years and skilled themselves, if that's a way I can put it, and they move up through the ranks to being, for instance, being a

	painter...he has been with you for many years and you can see that his workmanship is good and he has the ability to lead. Because once you move in he can become a site foreman, he has to control the staff underneath him. So you pick that up easily and then if you can see he is a good administrator, he is a good leader and he is firm, because you know, you are too friendly with them and then they take advantage of him and then he moves up to a site manager. And then you give him, he has a job, and he is in charge and he controls that site. And then from there, that's it, and he stays at that level.
Interviewer	Ya.
Interviewer	But then to move up, is he exposed to all the different areas?
Respondent	Yes, yes.
Interviewer	How?
Respondent	Well on the...once he is, for instance, you see they are painting then they will learn site safety, so he knows how to be a safety agent on site. The Occupational Health and Safety Act, they go on a trainee course and then he becomes the safety officer. Then he will go on a first aid course, so he knows the first aid. Then he will learn, for instance, you will send him as a scaffolding erector and then he can become an inspector. So it is a big responsibility then, so not only he is he putting it up but he knows the dangers of it not being properly done and he then becomes an inspector and everyday he checks off. He has to physically check it and tick it off and sign the registers. So it is all those little things that he has been exposed to that now, you know, they will be fire marshals. They do all the safety as well so he realises it not just standing there and painting that wall, there are a lot of other aspects. Is the man next to him wearing a mask because the fumes are dangerous, you know, is his ladder not wobbly and he is going to fall off and kill himself. So it is all those little things that just accumulates and accumulates and it sets him in line for proper site management. It is all the little things.
Interviewer	So safety is a big thing?
Respondent	Very big. Very, very, very big. No matter if you have got one hundred people on a site or if you have got five, it is the same. You have to run a tight ship with safety.
Interviewer	There is literally like a check-list that they have.
Respondent	Oh absolutely. It is every day.
Interviewer	And you would have one person in charge?
Respondent	In charge, yes of your safety guy on site. As I said, if it is a small, if it is five of them the site manager, he can be the safety agent as well, but when it is a big site, because it is every day, it is a big checklist going through to see that the staff are safe.
Interviewer	What have been your biggest projects to date?
Respondent	Well we are busy, at the moment; with the demolition...with a demolition...what do you want? Money wise projects? That is the demolition of an entire block in town. Building of, the biggest, well lots. The Geo Sights Institute, adding on a few floors, houses. A two year contract, Alexander Institute refurbishment...lots, Kuilsriver sports school, extending the school.
Interviewer	And then you have also done Stellenbosch university.
Respondent	Stellenbosch University, yes, new lecture theatres. University of the Western Cape, also new lecture theatres...that's like the past two years. Yes.
Interviewer	With the skills that the workers learn, are there specific things that you do here apart from the courses they go on for them to attain those skills?
Respondent	Yes they do. Well they learn on site. You know, skills are in the different categories, in the painting, the bricklaying, in plumbing, in everything.
Interviewer	How long does it take to learn something like bricklaying?

Respondent	Well it can take a number of years because they have got to learn, you know, there is a skill. You can lay a beautiful, beautiful...you know how much cement under the bricks, perfect, this much cement and the brick is here and that brick is down there because there is that much [indicates a measurement with her hands]. [It has to be] Perfect when you cut, when you build face brick for instance, the outside must be perfect, the lines must be straight, the angles...it takes years. [phone call taken]
Interviewer	... so you were saying the bricklaying takes a number of years.
Respondent	Yes. And painting, there is an art to it. You have got to know how to apply products properly and how to finish it properly because you will get the learners that just paint and they will be painting over your window and over your window frame and you have got to cut and you have to clean. It takes years of...it is from the knowledge from the guys that are in the know and the tricks of the trade, ya, definitely.
Interviewer	So you also have plumbers working for you?
Respondent	Uhm...just the small things we can do ourselves, no, but the main things, no, we subcontract that out.
Interviewer	So it is painting, bricklaying, what else?
Respondent	Plastering, carpentry.
Interviewer	Isn't it hard to find good carpenters?
Respondent	Yes. It is the one trade which is extremely difficult, extremely difficult to find those people.
Interviewer	And how long have your carpenters worked here?
Respondent	Well, there is Mop, I think he has at least been here twenty years, the other one that was twenty years decided to go and be on his own. We just keep him. There is only one. Ya.
Interviewer	And he is very good at it?
Respondent	Ya. You see, because you get a rough carpenter and a finishing hand. He is the rough carpenter, but you need that. You need...but that of all the trades, we have found, is the most difficult to replace. Ya.
Interviewer	So, he is the rough carpenter, would you have other people working with him though?
Respondent	Yes. Him teaching them, but the finishing carpentry, we would subcontract out. You just don't get them because, I think it...before, as I said, that is a skill when you can make a table and a chair and a cupboard, you just know...
Interviewer	Mmm...
Respondent	...It is a thing I think was passed through families. Young people then sort of got the idea that they don't want to, when computers came along, that technology is the way to go. They want to be in that field, they are not going to work as artisans like their fathers, it is almost like a shameful profession and that is the problem. There is no skills being taught down by generation, fathers teaching their sons went into the business and that is how you learnt. That is before, that is exactly what happened, you would have, for instance, the other guy we had...Jacob, he has both his brothers with him and then his sons and eventually he left and he opened his own business and he has got his family employed. But then he will make for us. Those skills are lost, not there anymore. Kids don't want to do trades. And also, years ago, what the Department of Public Works [did was], you did your apprenticeship with them...for instance...you signed up, I think it was five years, let's say you want to be an electrician and then you are signed up with them and worked in a doc yard in Simonstown or you worked in Town and they taught you. Your whole training was with them, you then did your exam and then you had to work for the state, I think, for two years after that. Because then they could recoup because a lot of people

	went to the Antarctica because we have got a base there, the South African government. That does not exist anymore- apprenticeships and that has been a huge, huge loss to the industry.
Interviewer	But you find with your business you sort of do have that apprenticeship thing happening?
Respondent	Well the training, it is shorter courses. We train onsite. It is now the thing with the CITA's, the people go for two, three weeks. That is not good enough. You need to have, before; you had far more of the skills schools. You know, you got to standard eight and those kids that wanted to learn a trade went off to the trade school and the other kids went and did the academics. The country needs that. The wide pool of unskilled people, they, need to be trained in a skill and I think that is the biggest problem we have got. That does not really exist anymore, it is difficult, there are so few of them and that is what they need to bring in. Forget about these CITA's, it is an absolute waste of time. Because we pay on your payroll, a percentage of your payroll is for training, I think it is one percent, I could be wrong. It goes with your tax every month, It is your SDL levies and then companies approach you and say, 'okay we are doing', let's say it is safety training or first aid training or bricklaying skills or blah blah blah and it is a three week course...it is not good enough [emphasis] because then they are accredited with the CITA and then you pay them and then the CITA gives you a payback. In the old days you had Belhar College and you sent your staff there and you knew that was the best training. It was never a so, so. They would say, 'these modules were good, these are poor still [so] we need to go through this again', so his training is longer then, you know, next year he has to redo all of this until he reached a standard that was acceptable. And that worked for all of us. That does not exist anymore. So that must all come back, apprenticeships and everything else and it will work.
Interviewer	So your business has been around for fifty years. What do you think has made it so successful?
Respondent	Well I think the fact that it is a family run business because, you know, we are hands on. You know your staff [emphasis]. I know them all, I know their wives and their problems and the children and that is, you know, you work together as a team and that is what I think has made it successful.
Interviewer	So team work is important.
Respondent	Absolutely. Absolutely. And you need...you cannot have...in our industry I think you cannot have, a distance...you need to know your staff. You have to know your staff and they also have to know that there is somebody that they can also rely on. They give you and you have got to give them and we offer; there are social services and everything, so it works.
Interviewer	When you say know your staff what exactly do you mean?
Respondent	Well you know them all. You know, you can go onto a site and you know everybody's name. You know who has got a problem, you know who is a diabetic, who is an alcoholic, whose wife is sick, whose children are needy...you just know. You just know everything because they tell you everything and you know who needs help and you know personality wise who can't work with who and I just know all my staff. That is just the way it is, you know everything about what is going on.
Interviewer	Is there anything else you would like to say about the word of mouth strategy? Just in terms of how it works and why it works.
Respondent	As I said, I think it works because, for instance, if it is a family member there is an interest already then financially it works because when somebody in the family is unemployed then the one that is employed has the whole responsibility because everyone is helping each other. In the community, that is the way it works. And as I

	<p>said, they know how you run your business and they know what you needs are, they know the people that could maybe fit in. What we also do is, people do have a lot of problems and they may lose their jobs. For instance, you go to the agents and you fill it in and do the checks and, 'no this guy has a criminal record', but it can be for any number of things...it is not...so I don't bother with that. There is just one thing, theft is not tolerated, but something unfortunate could have happened in his life, so you give the man the opportunity. Maybe he will know, as I said, if he goes through an agency he is not going to get further than that with the piece of paper he fills in. We will give him a chance. I have got, I mean, people have been in jail for murder, but not murder as he went down the road, a situation developed and the guy died, he died because the ambulance did not get there in time. Alcohol was involved, it was a terribly unfortunate incident, but he went to prison, he was here and then went to prison and then he came out of prison and got his job back because you must look at the bigger picture. And that is the difference there too, I think, they know that. There have been situations where people have, maybe, why they have become unemployed but it does not mean he cannot have an opportunity somewhere else so I think word of mouth, that way, works for them too like that.</p>
Interviewer	And just with their personalities and stuff, what are you looking for?
Respondent	<p>Uhm, you see you cannot have personality wise they have got to work as a team. You cannot have somebody; first of all, I would say lazy, I don't think that is personality, but somebody that does not want to pull as a team player will not fit in or somebody that complains all the time. The guys can't work like that. They will say to me, 'please, this man is driving me crazy, he complains all day...my ears are falling off'. They can't handle that, the guys all work as a team. They laugh together, they work together and that's how it works.</p>
Interviewer	Just with the commute, do you pick all your workers up?
Respondent	<p>Ya, they get collected at points along the way. Normally the trucks come up along the national road and they pick them up or, for instance, the guys working in Town when they get to Cape Town station and then the van takes them up from there. It works for us because we pick up at five-thirty in the morning because we are on site at seven/quarter to seven. So your day...so there is no problem with people coming late and your site starts early and we do assist in giving them a portion of their travelling if they cannot get on the trucks. They get a travelling allowance as well.</p>
Interviewer	And then do you take them home at night?
Respondent	<p>Yes. They get taken back to the drop-off points, and they, it depends, the drop off points on the way home, it could be the one they were picked up at or if the truck has got to go past the entrance to where they live they get dropped close by.</p>
Interviewer	And just, how did the company start?
Respondent	<p>My father in law came to South Africa. He was a prisoner of war and after the war, after three years, he came back to South Africa and started working at a stone mason. Eventually [he] started doing painting; they used to get on the train with the ladders and the buckets with the paint and everything and built up a little painting crew. By then the state departments were putting out work for schools but it was mostly stuff far out, going up out into the country, you know and working. And that is how it started, then he would get the crews together and it started with just painting and from painting, as it progressed, we started doing alterations, repairs and eventually came up to new constructions. So that staff that started out with my father in law, those guys, they stayed in the company until retirement... in the construction company I think it is fifty-five or whatever. Some could stay later and they stayed until retirement and of their families are still in...</p>
Interviewer	Are still here.

Respondent	Yes.
Interviewer	You said you have sixty staff members. How many are on site of the sixty?
Respondent	Well the office you can count. Ashleen, Clara, Tina, myself, Leisel, Steven, Riehaaz, Sulayman, Sean, ten are here and the rest are all on the sites.
Interviewer	So can you breakdown exactly what the fifty men do on site?
Respondent	Well I can give you the various trades. As I said before, it is the unskilled labour, and then it will go up to semi-skilled labour and then it will go up to, let's say, your painters and of the semi-skilled there will be learner painters and learner bricklayers and then you will just have your carpenters and your bricklayers. Ya. That's sort of the categories it is broken into.
Interviewer	And with the office staff, did you also use word of mouth with them?
Respondent	No the office, not all, I have used it for the receptionists and the estimators. The junior quantity surveyors, I ran an advert.
Interviewer	And will you always use adverts for that type of thing?
Respondent	Ya, for the more qualified staff, yes.
Interviewer	Is that a better method?
Respondent	Yes, yes, because the expectations of that is higher. You have got to be sharp.
Interviewer	What exactly does the ministerial work involve?
Respondent	There are certain projects that involve houses and offices to be re-furbished or newly built for cabinet ministers, or in Parliament. Companies that tender for this work have to have clearance from the National Intelligence Agency. Your company and management have to have tax clearance from SARS, all your workers have to have security clearance from the SAPS, as no one with a criminal record may work on any Ministerial project, all this for security reasons. Your sub-contractors have to have the same clearance. This process can take up to one month. These regulations are set by government.
Interviewer	I think that it is it.
Respondent	You can do it up and come back if there are things you need to polish up, not a problem. I will give you my card.
	55: 53

Appendix D

Limnos Bakery

Limnos Storyline

Date: 13th April 2011

Interviewer: Anya van Wyk

Transcriber: Anya van Wyk

Address: 21 Santclair Bldg Dreyer St
Claremont

Tel: 021 6745917

*interview failed to record. The following storyline is taken from notes of the interview.

Limnos Bakery has three franchises located in Claremont, Seapoint and Bellville. The shop makes cakes and other confectionary. They also have a small coffee shop, with a menu of baked goods and light lunches. The bakery has three managers, a shop manager, baking manager and assistant manager. They have up to three waiters in the coffee shop and all have a small bar.

The duties of the waiters and barman are shared and therefore, there is no clear division of labour. In terms of recruitment, they use word-of-mouth recruitment. When the business first opened, they used walk-in recruitment and this led to the hiring of students for waitressing positions. However, the timetables of students and term holidays meant that they were not retaining their waiters. Therefore, they changed their recruitment method to word-of-mouth in the recruitment of waiters. The logic behind this was that employees were more likely to stay due to loyalty to family. The coffee shop is run by family and therefore it ties within the way the business is run.

The business also has a small factory in the northern suburbs where all their goods are baked. They argue that once again word-of-mouth recruitment has led to a low-turnover in the small factory. In a business like theirs, consistency of product is important to them and therefore, being able to keep the turnover in the factory low means that they can achieve this imperative.

Word-of-mouth recruitment has seen the hiring of brothers, sisters and cousins. Most of the recruits, using this method, live on the periphery of the city, on the Cape Flats. Many of them state that they are often moved around between the three branches based on the needs or demands of the bakery.

Employer 1 at Limnos

Verbatim transcription	Employer 1
Interviewer	Where do live?
Respondent	Bonteheuvel.
Interviewer	And, how do you get to work.
Respondent	Ahh...sometimes with the train, sometimes with the taxi.
Interviewer	Do you not use both on the same day?
Respondent	No.
Interviewer	And how long is that, to get to work?
Respondent	With the taxi, I travel say about thirty-five to forty minutes and with the train, an hour and ten minutes.
Interviewer	And does it take one taxi to get to work?
Respondent	No, two.
Interviewer	And how much does it cost when you use the taxi?
Respondent	Twenty-five rand a day.
Interviewer	And how much does it cost when you use the train?
Respondent	Ten rand.
Interviewer	A day?
Respondent	Yes.
Interviewer	Okay. Can you just describe the route to work?
Respondent	With the taxi or train?
Interviewer	Both.
Respondent	With the taxi I travel from home to Mowbray and from Mowbray I take the taxi to Claremont.
Interviewer	And all of this back home?
Respondent	Yes.
Interviewer	And then train?
Respondent	From Bonteheuvel to Salt River and then from Salt River to Newlands station because Newlands station is closer for me than Claremont station.
Interviewer	What is your position at this company?
Respondent	Barman.
Interviewer	And how long have you been here?
Respondent	This will be my forth year.
Interviewer	Forth year.
Interviewer	How did you hear about this job?
Respondent	I was told; my aunt got me a casual at the Bellville branch.
Interviewer	How did your aunt know about that job?
Respondent	There was a position available and she told me that I can...
Interviewer	I know, but how did she know there was a position available?
Respondent	Oh, she was working at the...
Interviewer	She was working there?
Respondent	Yes.
Interviewer	And how did you get from Bellville to here?
Respondent	I worked in Bellville for a year and then the transport was too much for me, then I stayed away and then I had a one year gap at home and then they called me back

	to come back again to start at the Green Point branch. And then I worked at the Green Point branch and then they moved me here, not last year, but the year before.
Interviewer	Okay. You said that the transport at Bellville was too much...
Respondent	Ya.
Interviewer	...so is the transport better here than it was at the Bellville one?
Respondent	Much better.
Interviewer	And then the Green Point one?
Respondent	The Green Point one, also...
Interviewer	Better than Bellville.
Respondent	Better than Bellville.
Interviewer	What route did you have to take for Bellville?
Respondent	From Bonteheuvel to Gatesville, from Gatesville to Bellville and then I had to take another taxi at Bellville to get to Edward street.
Interviewer	Okay. How much did that cost?
Respondent	Can't remember. That was long ago.
Interviewer	So your aunt told you about that job. Have you ever heard about other jobs from other friends or family?
Respondent	No.
Interviewer	So no one has ever told you about other jobs?
Respondent	No.
Interviewer	How many people in your family work?
Respondent	There where I stay?
Interviewer	Yes.
Interviewer	Do you not stay with your family?
Respondent	I stay with my mother and my two sisters.
Respondent	No, they do. The one is at school, the one is not at school yet and my mother is at home looking after her.
Interviewer	Oh, okay.
Interviewer	I think that's it. Thank you so much
Respondent	Pleasure.
Time:	05: 42

Employer 2 at Limnos

Verbatim transcription	Employer 2
Interviewer	Okay. Is it okay if I record this interview?
Respondent	Yes.
Interviewer	Where do you live?
Respondent	Ester Rivier.
Interviewer	How do you get to work?
Respondent	With the train and the taxi.
Interviewer	Okay. Train and taxi?
Respondent	[yes]
Interviewer	How long is that commute to work?
Respondent	An hour and a half, sometimes two hours.
Interviewer	And how much does all of this cost you?
Respondent	For a week, forty-rand a weekly [referring to train] and every day I must give out ten rand.
Interviewer	For what?
Respondent	The taxi.
Interviewer	Every day?
Interviewer	How many taxi's do you take?
Respondent	Two.
Interviewer	Can you explain the route to me, like when you leave your house.
Respondent	I take a taxi to the station.
Interviewer	And then?
Respondent	And then I get in the train and then I must take a taxi back home. It is five rand-five rand.
Interviewer	And then a taxi back home?
Respondent	Ya. That is what the ten rand is for. It is five rand to get to the station and five rand back in the night.
Interviewer	So you get to Claremont station?
Respondent	Ya. And I walk to the station.
Interviewer	So you walk here?
Respondent	Ya.
Interviewer	Okay. Uhm...what is your position at this business?
Respondent	I am a waiter.
Interviewer	And, how long have you been here?
Respondent	Five months.
Interviewer	Okay. How did you hear about this job?
Respondent	My sister phoned me, they were looking for people in Bellville, so I went and they look me.
Interviewer	So your sister told you they were looking for people in Bellville?
Respondent	Ya.
Interviewer	So how did you get here?
Respondent	Here?
Interviewer	Yes.
Respondent	They transferred me here.

Interviewer	So you first worked in Bellville?
Respondent	Ya.
Interviewer	At the same place?
Respondent	Limnos.
Interviewer	So how did your sister know about this? I mean how did your sister know that there was a place open in Bellville?
Respondent	Because she was also working there. She was a supervisor.
Interviewer	So she was a supervisor at...
Respondent	Limnos.
Interviewer	'Limnos', is that how you pronounce it?
Respondent	'L I M N O S'
Interviewer	[Writing spelling down]. So you heard about it through your sister. Okay. Can you tell me what you did before this job?
Respondent	Before this job I was working in school.
Interviewer	So you did not work before?
Respondent	It was my first job. I first worked in Canal Walk for Limnos, then I went to Bellville and then I went to Green Point and now I am here.
Interviewer	So you have worked at all the different Limnos'? and why did they transfer you?
Respondent	Because when they need people at the other shop they, they don't have enough staff at the other shops, transfer you to a other shop.
Interviewer	So they they'll, who will find out about the place here? Will the management call Limnos in Claremont and say...
Respondent	They will just send me here.
Interviewer	Uhm...have you ever heard about jobs from other people besides your sister? Just generally?
Respondent	Yes [emphasis]. My brother in law. But that was a contract, a staff contract.
Interviewer	Where does he live?
Respondent	In West Bank.
Interviewer	Where is that?
Respondent	In Kuilsriver.
Respondent	That's Wast, not
Interviewer	W A S [spelling aloud], Kuilsriver
Respondent	Kuilsriver.
Interviewer	Is that close to where you live?
Respondent	Ya.
Interviewer	And what does your brother in law do for a living?
Respondent	He works in a garage store. A garage store, the one with the motors in.
Interviewer	Okay. And where is his job located?
Respondent	In Tygerberg.
Interviewer	Any of your neighbours would... How many people are employed or unemployed?
Respondent	Ahhh...there is a lot of people unemployed.
Interviewer	Yes. How would you say that they hear about jobs? The unemployed people in your community.
Respondent	What about them?
Interviewer	How do the unemployed people in your neighbourhood hear about jobs?
Respondent	They didn't. None of them are working there. Most of the people are just at home; looking for a job.
Interviewer	So would you say that if there is unemployment, it will be a whole family that is unemployed?
Respondent	Yes.

Interviewer	And your sister works. And who else in your family works?
Respondent	It is only me and my sister working, and my brother. Ya, just the three of us.
Interviewer	But you help each other by telling each other when there are jobs?
Respondent	Yes.
Interviewer	Why don't you use newspapers? Why don't you use newspapers to find a job or...why this way?
Respondent	Which way? Which my sister?
Interviewer	Yes.
Respondent	I was looking for a job in the newspaper, but then I must go on a course, a security course and then I find this and it was easier.
Interviewer	So you use both methods.
Respondent	Yes.
Interviewer	Okay.
Interviewer	And which newspaper did you use?
Respondent	'Tygerberg'.
Interviewer	So you have never had friends tell you about jobs?
Respondent	No. Only one of my friends told me a few weeks ago about a printer there in Kuilsriver, but he told me I must go on a printer course to get in there first.
Interviewer	So that also had a course that you had to do?
Respondent	Ya.
Interviewer	Okay. Is there anything else you want to say about finding work in this way?
Respondent	No.
Interviewer	Okay.
Interviewer	There is one more question. So you only have access to the 'Tygerberg' newspaper?
Respondent	Ya.
Interviewer	And just with the transport, like, it is quite a lot.
Respondent	It is quite a lot, ya. Sometimes, the time when the taxi was striking and it was very difficult for me to come here. when the train is striking I must give more money out. From my house it is seven rand to Bellville and I must take ten rand from Bellville to Cape Town. I must take a Newlands/Wynberg taxi...six rand fifty.
Interviewer	Is that when there is a strike?
Respondent	Yes.
Respondent	It is about twenty-four rand, just to come here.
Interviewer	When you were working in Bellville...
Respondent	Easier...it wasn't expensive. Easier for me to come to work. So when I drive with my Maddock, we work together, so he could give me a lift.
Interviewer	So does Bellville have too many people and they sent you to Seapoint?
Respondent	Ya.
Interviewer	Okay.
Respondent	There was too much staff. In Green Point they need staff so I went there. But then Green Point also took new people, so I came here because there wasn't staff.
Interviewer	Is this cheaper than Seapoint?
Respondent	Ya, it is cheaper for me to come here. No it is cheaper to go to Green Point because that's why I only buy me a weekly. It is fifty rand a weekly
Interviewer	So this is more expensive?
Respondent	This is more expensive [emphasis].
Interviewer	So how do you cope with the cost?
Respondent	I got tips here. I come here every day.
Interviewer	But you prefer the Bellville?
Respondent	Ya, I preferred the Bellville [emphasis]

Interviewer	Thank you.
Respondent	Anything else?
Interviewer	No. Thank you.
Time:	11: 45

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Employer 2 at Limnos

Verbatim transcription	Employer 2
Interviewer	Okay. Is it okay if I record this interview?
Respondent	Yes.
Interviewer	Where do you live?
Respondent	Ester Rivier.
Interviewer	How do you get to work?
Respondent	With the train and the taxi.
Interviewer	Okay. Train and taxi?
Respondent	[yes]
Interviewer	How long is that commute to work?
Respondent	An hour and a half, sometimes two hours.
Interviewer	And how much does all of this cost you?
Respondent	For a week, forty-rand a weekly [referring to train] and every day I must give out ten rand.
Interviewer	For what?
Respondent	The taxi.
Interviewer	Every day?
Interviewer	How many taxi's do you take?
Respondent	Two.
Interviewer	Can you explain the route to me, like when you leave your house.
Respondent	I take a taxi to the station.
Interviewer	And then?
Respondent	And then I get in the train and then I must take a taxi back home. It is five rand-five rand.
Interviewer	And then a taxi back home?
Respondent	Ya. That is what the ten rand is for. It is five rand to get to the station and five rand back in the night.
Interviewer	So you get to Claremont station?
Respondent	Ya. And I walk to the station.
Interviewer	So you walk here?
Respondent	Ya.
Interviewer	Okay. Uhm...what is your position at this business?
Respondent	I am a waiter.
Interviewer	And, how long have you been here?
Respondent	Five months.
Interviewer	Okay. How did you hear about this job?
Respondent	My sister phoned me, they were looking for people in Bellville, so I went and they look me.
Interviewer	So your sister told you they were looking for people in Bellville?
Respondent	Ya.
Interviewer	So how did you get here?
Respondent	Here?
Interviewer	Yes.
Respondent	They transferred me here.

Interviewer	So you first worked in Bellville?
Respondent	Ya.
Interviewer	At the same place?
Respondent	Limnos.
Interviewer	So how did your sister know about this? I mean how did your sister know that there was a place open in Bellville?
Respondent	Because she was also working there. She was a supervisor.
Interviewer	So she was a supervisor at...
Respondent	Limnos.
Interviewer	'Limnos', is that how you pronounce it?
Respondent	'L I M N O S'
Interviewer	[Writing spelling down]. So you heard about it through your sister. Okay. Can you tell me what you did before this job?
Respondent	Before this job I was working in school.
Interviewer	So you did not work before?
Respondent	It was my first job. I first worked in Canal Walk for Limnos, then I went to Bellville and then I went to Green Point and now I am here.
Interviewer	So you have worked at all the different Limnos'? and why did they transfer you?
Respondent	Because when they need people at the other shop they, they don't have enough staff at the other shops, transfer you to a other shop.
Interviewer	So they they'll, who will find out about the place here? Will the management call Limnos in Claremont and say...
Respondent	They will just send me here.
Interviewer	Uhm...have you ever heard about jobs from other people besides your sister? Just generally?
Respondent	Yes [emphasis]. My brother in law. But that was a contract, a staff contract.
Interviewer	Where does he live?
Respondent	In West Bank.
Interviewer	Where is that?
Respondent	In Kuilsriver.
Respondent	That's Wast, not
Interviewer	W A S [spelling aloud], Kuilsriver
Respondent	Kuilsriver.
Interviewer	Is that close to where you live?
Respondent	Ya.
Interviewer	And what does your brother in law do for a living?
Respondent	He works in a garage store. A garage store, the one with the motors in.
Interviewer	Okay. And where is his job located?
Respondent	In Tygerberg.
Interviewer	Any of your neighbours would... How many people are employed or unemployed?
Respondent	Ahhh...there is a lot of people unemployed.
Interviewer	Yes. How would you say that they hear about jobs? The unemployed people in your community.
Respondent	What about them?
Interviewer	How do the unemployed people in your neighbourhood hear about jobs?
Respondent	They didn't. None of them are working there. Most of the people are just at home; looking for a job.
Interviewer	So would you say that if there is unemployment, it will be a whole family that is unemployed?
Respondent	Yes.

Interviewer	And your sister works. And who else in your family works?
Respondent	It is only me and my sister working, and my brother. Ya, just the three of us.
Interviewer	But you help each other by telling each other when there are jobs?
Respondent	Yes.
Interviewer	Why don't you use newspapers? Why don't you use newspapers to find a job or...why this way?
Respondent	Which way? Which my sister?
Interviewer	Yes.
Respondent	I was looking for a job in the newspaper, but then I must go on a course, a security course and then I find this and it was easier.
Interviewer	So you use both methods.
Respondent	Yes.
Interviewer	Okay.
Interviewer	And which newspaper did you use?
Respondent	'Tygerberg'.
Interviewer	So you have never had friends tell you about jobs?
Respondent	No. Only one of my friends told me a few weeks ago about a printer there in Kuilsriver, but he told me I must go on a printer course to get in there first.
Interviewer	So that also had a course that you had to do?
Respondent	Ya.
Interviewer	Okay. Is there anything else you want to say about finding work in this way?
Respondent	No.
Interviewer	Okay.
Interviewer	There is one more question. So you only have access to the 'Tygerberg' newspaper?
Respondent	Ya.
Interviewer	And just with the transport, like, it is quite a lot.
Respondent	It is quite a lot, ya. Sometimes, the time when the taxi was striking and it was very difficult for me to come here. when the train is striking I must give more money out. From my house it is seven rand to Bellville and I must take ten rand from Bellville to Cape Town. I must take a Newlands/Wynberg taxi...six rand fifty.
Interviewer	Is that when there is a strike?
Respondent	Yes.
Respondent	It is about twenty-four rand, just to come here.
Interviewer	When you were working in Bellville...
Respondent	Easier...it wasn't expensive. Easier for me to come to work. So when I drive with my Maddock, we work together, so he could give me a lift.
Interviewer	So does Bellville have too many people and they sent you to Seapoint?
Respondent	Ya.
Interviewer	Okay.
Respondent	There was too much staff. In Green Point they need staff so I went there. But then Green Point also took new people, so I came here because there wasn't staff.
Interviewer	Is this cheaper than Seapoint?
Respondent	Ya, it is cheaper for me to come here. No it is cheaper to go to Green Point because that's why I only buy me a weekly. It is fifty rand a weekly
Interviewer	So this is more expensive?
Respondent	This is more expensive [emphasis].
Interviewer	So how do you cope with the cost?
Respondent	I got tips here. I come here every day.
Interviewer	But you prefer the Bellville?
Respondent	Ya, I preferred the Bellville [emphasis]

Interviewer	Thank you.
Respondent	Anything else?
Interviewer	No. Thank you.
Time:	11: 45

University of Cape Town

Appendix E

Barons/Barloworld

Barloworld VW

Date and location of the interview	Thursday, 5 th August 2010 at Garth Beck's office at Barons Culemborg
Company	Barloworld Motor (Pty) Ltd trading as: Barons Culemborg
Company location	Central Business District (CBD) at the Foreshore, Cape Town
Interviewer	Anya van Wyk
Interviewee	Garth Beck (Regional Service Manager of Barloworld)
Transcriber	Anya van Wyk
Address	Culemborg Motor City Oswald Pirow Street Foreshore, Cape Town 8001
Contact details	Tel: +27-21-409 2999 Direct: +27-21-409 2613 Fax: +27-21-409 2828 Cell: +27-83-626 8899 Email: garthb@bmh.co.za
Storyline	<p>Barons Culemborg, located in Cape Town CBD, is a Volkswagen (VW) car service part of the Barloworld group. The business has several divisions such as the service division (technical), administration and management. This interview is specifically focused on the technical side. The semi-skilled technician is required to do basic oil changes and simple repairs to VW cars, while the skilled technicians are involved in diagnostics and more complex repairs.</p> <p>The company has two main recruitment strategies. They recruit internally by posting positions on the intranet and branch notice board. This is a mandatory process but is also part of Barons desire to recruit experienced staff who know about the business. The internal recruitment occurs for two weeks before the position is moved beyond the walls of Baron Culemborg. This is where the second recruitment strategy falls into place, word-of-mouth. The word-of-mouth strategy is widespread. Barons have current staff who have made referrals. They have also had referrals from other branches. Colleges that are aware of Barons apprenticeship program for technicians often recommend their top students. Garth Beck, the regional service manager, finds that people generally recommend acquaintances and friends. Family recommendations are accepted but these individuals are not permitted to work in the same dealership. Word-of-mouth, was chosen as a recruitment method for the following reasons: a) people who generally recommend or refer workers to Barons, know the business from the inside-out. Therefore, they are able to recommend workers who have the skills necessary to work at Barons b) Due to the fact that referrals are a reflection on the referee, it generally means that workers recommend potential employees who they know will have similar work ethics to them and therefore, Barons will receive good candidates c) Word-of-mouth, does not incur the cost that recruitment agencies have. Recruitment agencies take up to 12% of the annum salary for the successful placement of a candidate. Word-of-mouth has no costs attached to it and generates high quality candidates d) Barons is a highly driven business. Workers have targets and incentives for reaching those targets. Garth argues that he knows</p>

	<p>his current workforce would recommend good workers because it will help them reach their targets and alleviate pressure that comes from such a highly charged environment. Therefore, workers know recommending quality staff has a function and therefore, it guarantees that Garth will receive high quality candidates e) This brings us to the point of productivity. Garth argues that if staff recommend people they get along with, the working environment will be happy and people will work longer hours and be more productive. He says that this is exactly what happens at Barloworld. They do not have a high staff turnover, which also, he argues increases the profitability of the business. He says that workers start arriving at 6 and leave at about 7. He says this is directly due to the fact that Barloworld is a happy environment, which is in part a result of the recruitment strategy f) he says that the recruitment strategy creates more harmony because these people visit each other and braai together e) he says this harmony means that workers project a positive view of the business. He says this also means that friends are likely to approach their friends at Barloworld because of this positive outlook and therefore, they draw candidates in this way f) Garth also states that the fact that they don't have high staff turnover is good for the business. He says the customers would feel the instability of this kind of turnover and would affect the business.</p>
Verbatim transcription:	Barons
Interviewer	What is your recruitment strategy?
00:15-01:14 Respondent 1 (Manager)	<p>Barloworld has got an internal system first of all. What happens is when there is a position that becomes available we first post it onto our intranet. *let me print that for you* [prints an example of a form that is posted on the net]. And basically this will go through all the different departments, anyone who's got access to the intranet, anyone who's got email on the Barloworld intranet system will be able to access this. We've also got one person, that when the position comes open, they print them and put them up in certain areas through the dealership. So, everyone has the opportunity and are afforded the opportunity to apply for the position. The criteria is that they need to inform their direct manager before just phoning in and applying for the position.</p>
01:15 Interviewer	So, who exactly has access to the intranet?
01: 23-01:50 Respondent 1	<p>Everyone of our staff members that has access to computers, that have internet and email addresses would have access to that [intranet]. The guys that haven't got [access], the staff that haven't got [access to internet and email], [once] the [guy in charge of printing advertisements] print [s] it and put[s] it up on the board [they will have access to the advertisement]. *so, that you can keep, a copy* [passes an example of an advertisement that was recently posted on the board]. On that *the printed advertisement* you will see that we specify exactly what the criteria [are][and] the competencies, skills, personal attributes [needed for the position]...</p>
01:52:02:28 Respondent 1	<p>That's the first one. Secondly [we also use] word-of-mouth. Barloworld being a big company as we are, people tend to hear [about] us. We use agencies as well but in the minority.</p>
02:09-02:12 Interviewer	Okay, so it's mostly the intranet and word-of-mouth?
02:12-03:13 Respondent 1	<p>Intranet and word-of-mouth. We very seldom place ads [advertisements] in newspapers and so forth. Umm...agencies do phone us from time to time but I mean, based on the cost structures, you know... [obviously implying that the cost is high]. You'll also find, on our intranet and it's on our ads, we do put what the different dealerships needs are and [we've] got to be conform to Black Economic</p>

	Empowerment (BEE) and umm....there are staff approval forms as well. Whenever we do advertise for positions it goes to our CEO who then signs off the documentation and [then] we go forward and employ. Once [we] get applicants they've first of all got to look like a suitable PDI (previously disadvantaged individual). If not, then we go for white but then it's also got to be signed off at directorship level before we employ.
03:13-03:23 Interviewer	Umm...what are the specific reasons for using word-of-mouth and intranet? You mentioned costs of agencies but...
03:23-04:29 Respondent 1	Word-of-mouth is basically, at that stage, because people know of Barloworld being such a stable company we tend to get a lot of people applying for positions. We don't accept CV's just like that based on the fact that as soon as you accept a CV you are liable for having interviews and so forth. So, when we do have positions open and people do walk in here or...a lot of time they know acquaintances that are working for Barloworld that they will contact us. So, that's basically it. It's a very stringent process that we do follow once we do allow interviews. During the interview, there are normally two managers that sit in on the interview. We also verify all the information given on there, on the CV's given to us. We also send them on Kroll checks. Would you like a copy of that?
04:29-04:46 Interviewer	Ya, thank you [passes copy of Kroll check].
04:46-04:49 Respondent 1	We also do a predictive index. Have you heard of that?
04:49-04:50 Interviewer	No.
04:51-05:25 Respondent 1	Predictive index is two questions we ask. There's no right or wrong answer. One question is 'how you [think] you are expected to behave at work?' and the other question is 'how you perceive other people?' And, it [the personality] comes out when you do this, I promise you, 9 out of 10 times, on the spot. So, you can choose five words or every single word to describe yourself.
05:29-05:35 Interviewer	Are there always two managers in on the interview?
05:35-05:35 Respondent 1	Yes, two managers.
05:36-05:36 Interviewer	And, how many stages are there in an interview?
05:37-06:46 Respondent 1	[It depends] on how many candidates we get for the position and ahh...of course depending on the type of position, if it is a technician, myself and a technical manager will sit in. If it's an administrator, myself and the financial manager. So, it all depends on the position and if there are a couple of applicants then of course we'll sift through and if need be get them in for a second time. And, the other document I want to give is...that kroll check. Once the applicant gives us his details and we've got a copy of the CV, we then do a kroll check, where we basically verify his matric certificate, we verify if he's got any criminal record...of course they do sign to give us permission to do that. That's basically what we then follow there [referring to kroll check]...to basically verify that all the information he's given is correct and true.
06:49-07:01 Interviewer	With word-of-mouth are there specific workers who generally recommend workers/people. Do you find that it is the same person all the time?
07:01-07:28 Respondent 1	No. Normally, again, it depends which field it is in, the technical or the administrative side of it. You find that the staff are generally very happy working for Barloworld, so they try to see if they can get [people in], especially if they know

	of certain people who are not happy in their jobs and would add value but it's not one person.
07:28-07:30 Interviewer	What type of workers do you find they recommend through word-of-mouth?
07:36-07:37 Respondent 1	On the technical?
07:38-07:47 Interviewer	Yes, the technical. Like in terms of....you said they add value...to the business.
07:48-08:22 Respondent 1	It tends to be the guys they know...especially...like we'll take for arguments sake, for example a technician. The guy that he would go out and recommend to us, he would know if the guy will really be able to add value, he knows the product, he's hard working. So, because again they're all driven. We're all are driven at the end of the day with incentives and things and situations like that. So, they need to alleviate the pressure from them to make sure that whoever we employ is going to add value to the business.
08:26-08:27 Interviewer	When you say incentives, is that for recommending someone or?
08:27: 08:50 Respondent 1	No, that's for the job being done basically. We don't incentivize anyone for bringing, for bringing staff. We trust our staff in the sense that we trust that they would recommend us as an employer to people out there because of the situation and the work environment that is created at Barloworld.
08:51-08:55 Interviewer	And, how successful have you found the recruitment strategy?
08:56-10:02 Respondent 1	We've been very successful. We haven't got a big staff turnover and that adds to the whole of Barloworld, that's Durban, Botswana, Johannesburg, Bloemfontein...all over. So, it's not a hell of a lot of jobs that are available. Every single position has to be advertised internally. So, we can't go just over-ride the system and say we're gonna *grab our own*. Every position first needs to be advertised on the intranet for a two week period and once that's been received the unsuccessful candidates then get letters sent from our HR department informing them that they were not successful. The first prize is to get internal because it's people we know, that know how Barloworld works. And, the intranet has been successful. We've actually just now employed a PR manager from our Durban dealership. She's starting in the next few weeks and that was based on the intranet.
10:02-10:05 Interviewer	How exactly does the intranet work?
10:05-10:43 Respondent 1	Okay, the intranet is, it's basically like the internet but it's an internal system. So, any of our staff members who have got access to computers, email and internet access will be able to gain access to the intranet. There are certain types of staff that can get in and certain types [of] management can get into [it]. But the intranet on job applicants and applications are open to everyone that's got an email...it's basically the same as the internet. If you've got internet, you'll have intranet. It's just a website we have created that staff can get into.
10:43-10:46 Interviewer	Do you find that a lot of people/ staff apply for these jobs..?
10:47-1:18 Respondent 1	You do find...we do find...but I wouldn't say a lot. You do find that there are staff that, specifically in this case, the lady wants to leave Durban and come to Cape Town. So, she would then apply for that. So, you do get it. And, again the success rate...we would rather move internally than basically go outside and recruit outside because it takes that person three to six months to get used to the systems and

	everything else.
11:18-11:21 Interviewer	So, its helps with the transition into the workplace?
11:21-11:26 Respondent 1	Yes, most definitely because they are already used to the systems at Barloworld.
11:26-11:41 Interviewer	With the different sections of the business do you find you use certain strategies more than others? So, in the technical side is there a certain strategy you use more?
11:41-12: 20 Respondent 1	Umm... I wouldn't say...again, I think we're quite stable with the technical side. You get the odd one that you lose...we lost a guy recently up to Johannesburg. But, that was personal reasons and that. So, you find, people leaving Barloworld, it's not really just upping and leaving. It's normally to do with more personal issues than anything else. I haven't lost staff...they won't leave because of unhappiness. It's more forced to leave because of a personal situation. So, ya.
12:23-12:29 Interviewer	Which areas, specifically on your technical side do you find your workers come from, where do they generally live?
12:26-12:54 Respondent 1	In our case, because we're on the foreshore, it's very difficult. They come from the outlying areas...like Bellville. We've got quite a number in the Northern Suburbs as well as Southern Suburbs. They've got to enjoy their jobs to drive into Cape Town everyday with all the traffic.
12:54-12: 55 Interviewer	Do most of them have cars?
12:56-13:17 Respondent 1	Umm....I think the PDI's (Previously disadvantaged Individuals) would be using the trains...a lot of them use the train. And, then what they also do is...they look who's in the area and they use lift clubs to get to work.
13:18-13:31 Interviewer	So, with the word of mouth, within the company, do you find you have friends working with friends or acquaintances?
13:31-13:43 Respondent 1	You do find acquaintances working within the different dealerships. Barloworld has also got a policy that same family members don't work in the same division.
13:43-13:49 Interviewer	So, if you have acquaintances, people who know each other, what does that do for the business?
13:50-14:15 Respondent 1	I think it creates more of a harmony because they don't just work together; they actually visit together, which creates a better bond. They tend to then in their work situation..it creates a good spin off because they know each other and they are actually there to assist each other. So, we tend to find that works very well, actually.
14:17-14:30 Interviewer	And, then how would you break down the skill levels of your workers. So, are they low-skilled, high-skilled...?
14:30-15:07 Respondent 1	Yes, depending on the type of position we are looking for...you get the...if it's a low-skilled, we can [call] them repair shop assistants, okay. Where we know that they would basically be doing oil changes and work is not very highly technical. You've then got other positions where you would then...umm...advertise, if you don't get internally, outside and that's for highly skilled staff with electronics, computer skills and so forth.
15:07-15:10 Interviewer	Do you have to advertise for highly skilled staff?
15:10-15:32 Respondent 1	Normally, again, like I said, we do try to take staff our staff that we've got up into those levels but time to time when we do need to get the diagnostic [technician]...when we do lose a diagnostic technician then we do tend to go to an agency. If we haven't got a good response on our side we tend to go to an agency and say this is the criteria we are looking for, this is the type of person we need and

	then they would go out and headhunt.
15: 32-15:3 Interviewer	How many permanent workers do you have and how many casual workers do you have?
15:39-15:49 Respondent 1	No casual. Barloworld [doesn't] believe in casual at all. Permanent-in this dealership we have 138 staff members.
15:49-15:50 Interviewer	In this one division?
15:50-15:51 Respondent 1	In this one division... *both laugh*
15:57-15:59 Interviewer	And, how well would you say everyone knows each other...because it's quite a big...
15:59-17:04 Respondent 1	We have meetings every day...each department. In the service department there are 57 staff members. We have a meeting every morning, quarter past ten, 10:15, that all the staff get together every day. We call them value based meetings where we run through the previous day's targets that were achieved, we run through anything that had gone wrong the previous day, where we could improve, any new information that we received through the manufacturer...we then share it with the staff. And, we do that every morning. We have a meeting at 10:15. A fifteen minute meeting every single day. Once every two months we have a dealership meeting where all the staff from the different departments get together after work and we have a function and then directors or general managers give feedback to all the staff...informing them of what happened in the motor industry, in Barloworld and all that they need to know. So, that takes place every two months.
17:05-17:17 Interviewer	Do you find with the workers, with word-of-mouth and intranet that they are specifically located in certain geographical areas?
17: 18-17:31 Respondent 1	No. Again, it's difficult because of where we are. You know if we were in the Northern Suburbs, I'd say yes, the majority of the staff would come from the Northern Suburbs. Where we are currently situated we do get staff from the Northern and Southern suburb because we are quite central.
17:32-17:47 Interviewer	And then, just in terms of...how would you analyze the success of a recruitment strategy? What are your criteria for that?
17: 48-18:28 Respondent 1	Well, we base...it depends on each job. On our technician side we base it on the targets that are set, qualified technicians depending on his abilities, his expertise, the amount of hours he needs to sell and then we put them on a probationary period. We've got a three month probation. After every month we sit down with the new staff member and we run through his previous months performance level, where the short comings are...so, they are in touch with us for the first three months. Everyone goes on a three month probation...any new position that is advertised.
18:29-18:49 Interviewer	And, then I need to understand exactly how word-of-mouth works for your business...because there are obviously specific reasons for a recruitment strategy.
18:50-20:08 Respondent 1	Well, word-of-mouth...again, if you've got a happy staff member working for you, alright...when they go and have a braai in the evening and there's a bunch of their friends, and they've got friends that are sitting there, inevitably work comes up in discussions like that. And, when we're talking word-of-mouth, if you've got a happy staff member they tend to project a positive viewpoint on the company they're working for. And, we tend to find that a lot of people would then say yes, we might not have it at their company, is there maybe not an 'opening position by you guys'. And, that's how it starts...that's where we talk about word-of-mouth. We believe that if we keep our staff happy, we are always at all times are gonna have the best available people/staff for Barloworld. Because that is our objective-to have to best

	staff working for us at all times. And then based on that, like I said, having the probationary period, setting targets...you do keep them all on their toes. And, they're happy because they know where they stand. If you set yourself a goal that you know you want to work towards. So, that's the word-of-mouth I'm talking about. If you make sure that your staff are happy they are going to project a very positive viewpoint of the Barloworld group.
20:08-20:18 Interviewer	Do you find that when they recommend people for Barloworld, that they feel it's a reflection on them? So..?
20:18-20:41 Respondent 1	Yes, most definitely. That's where this pride comes in again. For them to have someone that they know is working for the company...to turn around and say no...that's one of the people we introduced to the company. So, it comes back to pride, being happy with the company you are working for, being proud of working for Barloworld.
20:18-20:40 Interviewer	So, then you say this also leads to not having a high staff turnover?
20:40-20:45 Respondent 1	Ya, definitely.
20:50-20:52 Interviewer	And, that helps the business?
20:52-21:34 Respondent 1	Most definitely because then you can sustain your business and you don't have to run around every two, three months looking for new staff. It's disruptive to customers. Customers pick it up very quickly. When you walk into a place and it's a lot of staff change-over...it's a bit erratic...[it creates]uneasiness. You've (me-Anya) been sitting there for a while. You get a very quick picture when you sit...is this place organized or is it disorganized? And, people tend to feel that as well. So, [the] longer we can keep our staff happy and we don't have a staff turnover...of course it has a hell of an impact our profitability as well.
21:34-21:42 Interviewer	Do you find that with the customers you have, you have the same customers often and that they know workers?
21:42-21:58 Respondent 1	Yes, they tend to build up relationships with the staff members. More in front than they would with the technicians but definitely and that's why you need that stability. Because no one likes change...
21:58-22:09 Interviewer	Ya *both laugh* How would you describe...we've sort of discussed this...but how would you describe the working culture at Barons or Barloworld?
22:11-22:58 Respondent 1	I would describe it as positive. Barloworld went one step further and made every single staff member a shareholder. So, everyone, depending on the years service with Barloworld [has] got shares. So, we've created this culture that you are working for yourself. If you don't do a good job, at the end of the day, the amount of money you are going to get back on the return of your shares is going to be that much less. Again, I think Barloworld tries to build that pride in, that you'll be proud to work for Barloworld and you're part of that company. It's not just another company on the stock exchange...you're part of it...you've got shares in this company. And, I think that's worked very well.
22:58-23:03 Interviewer	So, does it sort of have a family feel as well?
23:03-23:50 Respondent 1	Most definitely...ya. The hours that the people work, especially in the city centre here...the staff start arriving from quarter past six in the morning really *both laugh*. We open, myself and one of my...arrive at about six 'o clock in the morning. So, the staff start arriving from quarter past six onwards and they leave in the evenings here...seven...sometimes six, six-thirty, seven 'o clock in the evening. So, it's a long day and if you're not enjoying your job and you're not happy...you're not

	going to get the results and I think that's another viewpoint because staff are happy. You don't get a moaning about the long hours because they enjoy being here.
23:50-23:51 Interviewer	So, it increases productivity of the workers?
23:51-23:59 Respondent 1	Definitely.
23:59-24:16 Interviewer	Does word-of-mouth help you in the assessment of a worker?
24:16-25:00 Respondent 1	*seems to have misunderstood the question, which is my fault. But, will rectify and ask question again in second interview/re-interview*. It wouldn't give them the upper hand...or give them advantage in getting the position. I wouldn't so. We stick to the criteria that we need. If he's the right candidate and or she's the right candidate for that position and the correct criteria is fulfilled, mostly definitely. We're not going to employ a person because they know the other people here and it will be good for them, you know? Even...although they do know that person we still stick to our criteria we need for that specific position. If they fulfill that, then by all means then we will...they will have the opportunity. But we're not just gonna employ due to the fact that they know someone. Most definitely not. No.
25:00-25:15 Interviewer	Would the word-of-mouth, just looking at the technical side, how would you describe the networks of the workers? Umm...the people they know?
25:16-25:35 Respondent 1	They probably tend to know guys in the same trade as them. Again, and it comes down to their groups that they're in and the braai's that they have...they tend to talk and so forth. I think they would tend to be friends with people that are in the same trades, almost, I'd say.
25:37-25:43 Interviewer	So, they have sort of inside knowledge of the who knows what?
25:43-26:06 Respondent 1	Exactly. They wouldn't just come to me...and again this comes back to the previous point that you highlighted...they wouldn't come to us and say this guy would be good for the job, he's doing an office job now but we think he'll be able to do a technicians jobs. So, no. They have insight as to what is needed because they're doing it every single day. So, they would have a feel of what expertise would be needed for them to put the name forth.
26:06-26:21 Interviewer	Just in terms of the services you offer, with the technical side...what exactly do they do?
26:21-27:37 Respondent 1	They do anything from services, to overall engines, overall gear boxes. The electronic side ...they have abilities to work on the electronic side of the vehicle. The skills of a technician today, over the years they've evolved tremendously. A technician today needs to be computer literate. If he's not computer literate he cannot work on the vehicles, literally because of all the electronics built into our vehicles. Every single vehicle, even if it comes in for an oil change has got to be connected up to a computer. And, if they haven't got the basics of working a computer they won't be able to work on the vehicles today...not even just an oil change. So, previous[ly]...many years ago a mechanic or technician you could grab him off the street and say alright, make him a mechanic –not today. You've got to have a minimum matric schooling, it's got to be a minimum of a matric or a N3, which is a technical certification for them to become an apprentice and then become technicians.
27:38-27:44 Interviewer	So, the ones that come with matric, how does the apprenticeship work?
27:44-29:00	We send them...it's normally a three to four year program where internally we've

Respondent 1	got a training school. They would spend three weeks in the workshop on practical and they then go to our training school for a week, theoretical. They've got different modules for each level. You've got from level one to level four. And, each level has got approximately thirteen different modules that are self-explanatory when you start learning, going through the processes. And, your skills level on level one would be a basic oil change service, small repairs. Level two...as the levels move up so would their expertise and technical abilities. At level four then they go and write a trade test to pass before they get certification of becoming a qualified technician. But running parallel to that would be the training courses that the manufacturers have running as well. So, they are not only getting trained here at our apprenticeship training school they'd also being trained up by the manufacturers themselves.
29:00-29:01 Interviewer	VW?
29:01-29:01 Respondent 1	VW.
29:04-29:15 Interviewer	And, then do most of your workers commute by train on the technician's side?
29:15-29:18 Respondent 1	Ya, train and then lift clubs like I said.
29:24-29:29 Interviewer	And, then, just in terms of race and gender...what is the racial composition?
29:29-30:27 Respondent 1	It plays again, that plays a major role in all of our appointments. We are triple B, double E, status 3. Umm...and any position, we first look to fill the position with a PDI. And, if not, it's moved even now further than that, it's not just PDI's, it's now black female because black males have now fallen, I think, to point five or half a point. They don't qualify anymore for a full point anymore. Ya, that plays a major role in any position. Like I said, even if we do want to employ a white applicant it's got to be signed off by the CEO of Barloworld for them to allow us to. So, that's out and out...a first choice would be a PDI.
30:27-30:32 Interviewer	And, how many women do you have working on the technical side?
30:32-31:07 Respondent 1	Ya...women don't like to get their hands dirty *both laugh*. You've had a couple of apprentices but unfortunately they tend to after three or four months realize it's not really good for their nails or their hands. So, no. That's a sad point, unfortunately. But, it's probably something...you've got in the group...in the Barloworld, we've probably got about five or six qualified technicians...women, female technicians within Barloworld. So, they're few and far between.
31:07-31:11 Interviewer	So, what would you say is the male/female ratio, generally in Barloworld?
31:11-31:59 Respondent 1	Umm....I think in management position...that's the one area where we were still lagging behind...was black female management. But apart from that if we look in this dealership...we've got eight managers. Of the eight managers, there are two white males-myself and another manager. And we've got...one...two....one white female manageress and we've got two female...9 managers now. Sorry, we've just employed another one. So, ya and we've got two females of colour. So, ya.
31:59-32:02 Interviewer	Umm...and just with the location, why was it chosen?
32:03-32:10 Respondent 1	Business...it tends to be more central...Cape Town.
32:11-32:12	In terms of what?

Interviewer	
32:12-32:32 Respondent 1	If you look at all the businesses around, fleet companies, fleet business...where the major companies...where the major...where the other major companies, the head offices and to be able to service the vehicles and to deliver new vehicles to them it made sense to be on the foreshore.
32:32-32:38 Interviewer	So, you service vehicles of private individuals and companies?
32:38-32:41 Respondent 1	Fleet companies as well as private individuals.
32:52-32:58 Interviewer	Okay. And, then generally how would you describe how the service is provided? Is it face-to-face
32:58-33:21 Respondent 1	It's face-to-face. Again, us opening our doors...our staff start arriving from six in the morning. Umm...we open the doors at seven. People wanna be in here, drop their vehicles off, go to the office, finish their work...come and collect their cars in the afternoon. So, it's face-to-face.
33:21-33:41 Interviewer	We sort of briefly discussed this. The post-hire transition. Like once workers have been hired, how do you find their transition into Barloworld? Is it quite easy?
33:41- 34:15 Respondent 1	Very good because we've also got an introduction day where we send all new staff members within the first four weeks of them joining the company. They go into a full day training course of a Barloworld introduction...an introduction to Barloworld where they get explained the history of Barloworld, the companies that make up Barloworld, all the benefits and so forth. So, that every new members goes through the introduction of Barloworld.
34:15-34:20 Interviewer	And, are there any costs to the intranet and word-of-mouth and intranet?
34:20-34:26 Respondent 1	No. It's within Barloworld...so...
34:31-34:52 respondent 1	Most definitely. I mean normally the companies outside that we use, outside companies they take anything from twelve percent per...that's they work out. Whoever the individual is that we are appointing, they take that salary, the annum salary, twelve percent of that minimum. You've then got to pay so we try and tend to rather stick to word-of-mouth and of course the intranet.
35:00-35:09 interviewer	Ya, I think that's it. I don't know if you have this but could I interview a worker?
35:09-35:10 respondent 1	Sure. A technician or a ...
35:10-35:28 interviewer	A technician. Maybe somebody who has either recommended workers or got a job through word-of-mouth,
36:53-37:14 Interviewer	Anya this is Paul. He just actually started with us and was appointed by word-of-mouth. He used to work at one our other dealerships and his service manager contacted me, recommended him to us saying that he will actually be a very good. So, would you like me in here?
37:14-37:15 Respondent 1	Yes, you can stay.
37:19-37:29 Interviewer	Thanx for your time. To start...umm...how did you get the job?
37:33-37:48 Respondent 2 (Employee)	I used to work by Bellville *inaudible* ...something about it not working out at Bellville*. So, I contacted my old service manager so he referred me to Garth. So, I ended up here.
37:48-37:50 Interviewer	So, you worked for the Bellville Branch and then...

37:50-38:07 Respondent 1	He left Bellville after he qualified...he left Bellville and he went to another refrigeration company...he wanted to try something new. And, then it didn't work out too well.
38:07-38:13 Interviewer	How did you know your service manager? Are you acquaintances or friends?
38:17-38:19 Respondent 2	We're on a nice level.
38:19-38:21 Interviewer	What does that mean?
38:21-38:31 Respondent 1	Do you know anyone at Barloworld? When you did your apprenticeship how did you find out about Barloworld?
38:31-38:35 Respondent 2	I was up at North Steen College.
38:35-38:55 Respondent 1	You see, word-of-mouth that I was talking about especially. All the colleges know about our program that we run for apprentices. So, when it goes word-of-mouth, they then...the students that...the top students are then referred to Barloworld.
38:55-39:00 Interviewer	Thank you.
	END OF INTERVIEW APPROXIMATELY 40 MINUTES

Appendix F

Douglas Jones

Douglas Jones

Date and location of interview	19 th of August 2011, 11am
Company	Douglas Jones
Company location	Diepriver
Interviewer	Anya van Wyk
Respondent	
Transcriber	Anya van Wyk
Address	Unit B1 Prime Park, Mocke Road, Diepriver
Contact details	Tel: 0861 MOSAIC (667 242)
Storyline	<p>Douglas Jones specialises in the importing of mosaics and tile wholesaling. They have been in existence for eleven years. They sell their stock to retailers such as Tile Africa, Exo-tiles and Builders Warehouse and also service private clients who renovate their homes and pools. Douglas Jones has always had its premises at Prime Park. However, they have since moved to a bigger warehouse in the same park and use the old premises for storage and have acquired an additional space for more storage.</p> <p>Douglas Jones employs approximately 45 employees who work in the areas of production, picking and packing, administration, sales and management. The pickers and packers who total a number of 8, are generally unskilled, while the production area, totalling 15 employees is semi-skilled and administration, sales and management, skilled. Management consists of the floor manager, the managing director, the financial manager and the head buyer is also a manager and so is the warehouse manageress. The men in the warehouse are black and production and administration has mostly coloured staff members. Management (Director, Financial director, buyers and sales representatives) consist of white staff members. The majority of staff are female with the number of men totalling 18, out of 45 employees. All the staff are permanent. Most of the staff members live on the Cape Flats in areas such as <i>Khayelitsha</i> and Mitchells Plain.</p> <p>Recruitment occurs around the seasonal trends in renovation. With the increase in demand, Douglas Jones says that the warehouse and production area get particularly busy. Therefore, Douglas Jones recruits new staff once a year around the November/December period. The period from February to November is slow in terms of the building season and therefore, they do not need to recruit staff during this period unless someone leaves and their position needs to be replaced. Those who are hired during the busy season are often taken on as permanent staff because they become familiar with the system. When recruiting for the warehouse and production staff, the recruitment method is informal; Douglas Jones refers to it as word-of-mouth. Employers will approach the staff members and ask them to tell anyone in their neighbourhood, or family members that there is a vacant position. When it comes to administration jobs the director prefers to use recruitment agencies. However, with entry level administration jobs, preference is given to employees in production and the warehouse. This is referred to as recruitment from within. With sales staff, management also first looks at staff within but if they</p>

	<p>cannot find staff with the correct skills set, an advertisement will be placed in a newspaper.</p> <p>When asked to explain the reasons for using word-of-mouth as a recruitment method Douglas Jones said the following: 1) it's an easier recruitment method because it does not require a rigorous interview process or a CV. It is based on who the current employers bring in and because they learn on the job, a CV or interview is not necessary 2) Current employers recommend family members or friends in their neighbourhoods, and due to cases of absenteeism, Douglas Jones is able to use the current staff members as a go between to get messages to absent staff members. They find the proximity that co-workers have to each other a useful tool in dealing with absenteeism. 3) They never have to be concerned about whether they will be able to find staff a) quickly for the busy season b) and never have to be concerned that it will be a 'stranger'. In other words, they believe that people will spread the word to those who are similar to them 4) they said they have been relatively happy with this recruitment method because they prefer to get somebody who has some loyalty to spread the word about vacancies. 5) They find more success in finding 'a fit' for the company through word of mouth than recruitment agencies; according to Douglas Jones human resources: "I we have used them about three times successfully. I say successfully because there have been numerous people that came and they all go. You know you sort of have to fit into the company culture. You think everything is rosy and then people get here and they are sort of not able to fit in at all." 6) The turnover is higher in production and warehouse departments and therefore, the word-of-mouth recruitment method is most useful in these departments. 7) The demands in the busy season increase in the following way: According to Douglas Jones, "the whole production will be kept busy because [they] need to strip [the tiles] and make up sheets and in the warehouse [the] volume increases. So now you need guys to work or even start working on Saturdays sometimes." When asked about general target during the year, they state that it depends on the size of the product: The production area is where tiles are stripped and samples are created to be sent to retailers and viewed by private clients and targets are as follows: "if a product is 50 by 50 and they have to put it on a 300 by 300 sheet she would take no less than two hundred sheet a day and this increases in volume during the busy season 8) volume from newspapers would be too great for the production and warehouse and they need to find the staff quickly. 7) Family members and friends work together well.</p> <p>When it comes to recruiting from within there seems to be one main reason for this; those up for the promotion are normally taken from the production and warehouse departments because they have a wide understanding of the products and therefore, do well in jobs such as administration and call centre work. They state that for two call centre positions that came up: "we took one of the ladies from the sample department because she has got to know each and every code because she has got to make up those samples very quickly. So she qualified and she had some administration history. And Gethro was taken from the warehouse because he knew every product. Another employee moved from administration, to sales representative and then she moved on to being executive assistant for the buyer. And the shift to the call centre position suits somebody in the company very well because the call centre position requires a) sales b) enquiries about stock c) quantities about stock and d) technical questions.</p>
Verbatim	Douglas Jones

transcription:	
Interviewer	Okay, for the first question. What commodities do you produce or services do you provide?
Respondent	We are wholesalers and we are import mosaics.
Interviewer	Okay.
Respondent	...so ya. It is basically selling to retailers like tile Africa, Exo-tiles and Builders Warehouse. We also have a production area where we strip some of the sheets that we get in. We strip that and make mixes [based on] what the client wants and sometimes [we strip] the stock that we have [and] we offer that in case people are looking for something a little bit different.
Interviewer	So clients can have specifications?
Respondent	Yes.
Interviewer	Okay. What goes into the production process?
Respondent	Basically they get the sheets or what we would call seeds, but most of them are on sheets already. They strip them and they use the mesh and the glue and the mosaics to make up a new sheet.
Interviewer	Okay. What exactly is a sheet?
Respondent	A sheet would be a 300 by 300 size; this is a ten centimetre version of it. So think one, two, three, four, five, six of these and then six across makes a full sheet and ya, use the mesh and that is what goes into it.
Interviewer	And...have you been on this location from the beginning?
Respondent	No. We were in the park, but at a different warehouse, much smaller than this...a fraction of the size and we just got too big and now we have this warehouse. We have another one where we store the stock and we have another one where we have a space for storage.
Interviewer	Three spaces in the park?
Respondent	Three spaces in the park, yes.
Interviewer	Okay.
Respondent	But this is the only place where we have offices and production (referring to interview venue), [the other] is basically stock storage.
Interviewer	Okay. How many workers do you have on the premises?
Respondent	On the premises, it is less than fifty, so let's make it about forty-five.
Interviewer	Okay. And in the other warehouses?
Respondent	No, there is nobody there. Just storage.
Interviewer	Oh, just storage. And if you had to break down the skill levels of the workers, what categories do they fall under?
Respondent	They mostly need some sort of skill. It is semi-skilled too, I think there are unskilled. We just have some people in the warehouse like pickers and packers. All they [pickers] do is, obviously, they get the orders and they go up and they pick. We have got the guys that will take that stock and pack. I don't know if that is skilled. The ladies in production, you can say semi-skilled, because they sort of have to do a little bit more, I don't want to say thinking, especially when it comes to making mixes and spades. They have to work out the percentages and ya...The office staff, we are all skilled I suppose.
Interviewer	How many pickers and packers do you have?
Respondent	Pickers and packers make up a total of, actually I have to count because I keep on forgetting, [counts] there are eight pickers and packers.
Interviewer	And the production?
Respondent	Production staff, we have got approximately [starts counting], fourteen...make it fifteen.

Interviewer	And then who makes up the rest of the forty-five?
Respondent	That will be administration staff as well as some sales representatives.
Interviewer	And then how many staff in management do you have?
Respondent	[Counts aloud], five. The floor manager, the managing director, the financial manager, the head buyer is also a manager and so is the warehouse manageress.
Interviewer	How long has this company been in existence?
Respondent	Approximately eleven years. Ya, last year was our ten year anniversary so it is eleven years this year.
Interviewer	Okay.
Interviewer	And how often do you get new staff?
Respondent	That's a very interesting question. We get staff in about once a year, that's when it is very busy, sometimes in January and other times it is in December. From basically February until now we have not had any new staff in because it is so slow, the building trade...but that's for every year anyway.
Interviewer	So why are January and December so busy?
Respondent	Summer, people just love to renovate. We just need so many more guys in the warehouse especially and sometimes production gets out of hand. We need people to just help and they eventually go from being casual to being permanent.
Interviewer	So the current staff you have right now, how many are permanent and how many are casual?
Respondent	Permanent. They are all permanent, ya. So if they, let's say end of January, so they have been with us maybe November, December, January, they get used to the whole system...we won't necessarily let them go at the end of December and we will tell them come back in January if we are still busy and then we just keep them. But don't get me wrong, there are people that leave on their own, so we obviously need to make up for them as well.
Interviewer	And then just the gender breakdown, how many women do you have and how many men to you have?
Respondent	We have a lot more women [laughter]. I think we have got eight guys in the warehouse, plus all the sales staff are guys, so that is another five...so let's say approximately eighteen guys...ya, let's settle on eighteen.
Interviewer	And then the rest are women?
Respondent	Yes [laughter].
Interviewer	And the racial breakdown?
Respondent	All the guys in the warehouse, they are African. Are they called African or Black? I am never sure what's politically correct (PC). The majority are coloured and then we have got about, my boss, the financial director, the buyer, the sales reps, we have got about eight white.
Interviewer	And where do the coloured staff work mostly?
Respondent	The production department and administration.
Interviewer	And the white staff?
Respondent	White...Admin, so it is sales staff as well as administration.
Interviewer	How do you recruit your workers?
Respondent	Like I said over the phone it is very informal. Let's start from the warehouse. If some guy has a cousin or a friend in the same neighbourhood. I think there are four guys with the same surname here and they are all related [laughs]. So that is more by word of mouth. So the warehouse manageress will say, 'look guys we need two casuals or we are looking for a guy, can you bring somebody you know'. And they will bring him in. With production much the same, family and friends and when it comes to administration my boss does use recruitment agencies. But he obviously first gives preference with a call centre or some entry level admin job, he does give

	preference to production and the warehouse.
Interviewer	So you first recruit from within?
Respondent	Yes, especially when it comes to admin. It is the right thing to do, I think.
Interviewer	So when you recruit from within you specifically look at the production?
Respondent	Production and sometimes warehouse, yes.
Interviewer	And how do you recruit your sales staff?
Respondent	That is definitely, well we started out looking at people within the company but sometimes you just don't get that sales history and you do sort of need a word savvy [person] or something. He will go by either word of mouth or he will put...I mean we have people in Johannesburg or Durban and he could not interview them in Cape Town, so we have got to put a little bit of an advertisement there and then he will get the Curriculum Vitae (CV) from there.
Interviewer	Why do you use word of mouth?
Respondent	It is actually just a little bit easier. Instead of going through, because they don't go through a rigorous interview process, or you don't need a CV. For somebody who is unemployed and needs a job and because of the type of work it is, like production that is semi-skilled, it is something that you can learn. And warehouse you don't really need to know, you just come in or whatever...you also learn on the job.
Interviewer	Yes.
Interviewer	How long have you used this method?
Respondent	From when I started here, which is eight years.
Interviewer	What would you say are the direct benefits of word of mouth?
Respondent	Benefits...uhm...well we know they are going to be living close to where someone else is living, so we can always try and track them down or get a message to them if they are absent which sometimes happens, long periods of absenteeism. We actually haven't given it that much thought, it is just the way it has always been done, sadly enough. It is just the way it has always been done, but mostly it is because of proximity to someone that is working here so that they can always try and follow up with that person.
Interviewer	Why is proximity so important?
Respondent	Because, what do you mean? Proximity to the person that brought them in or to the company?
Interviewer	Well, both.
	Not really to the company, some people live in Kalksteentfontein. Not really an issue and we have got people living in <i>Khayelitsha</i> and <i>Gugulethu</i> which is not in proximity to the park. It is just if there are masses of people being absent over a long period of time you can at least send someone to them and say, 'look, go find out what is wrong with 'X' or 'just come back and tell us'. Because, you know, sometimes people just don't phone you or they don't let you know anything...instead of sitting and wondering what's going on.
Interviewer	So how does the word of mouth process work? Do you put the word out there and say, 'we need someone'.
Respondent	'We need someone else, do you know somebody?' and they will say, 'yes, sure'. They will bring her the next day or they will bring him the next day.
Interviewer	Generally who do you find them bringing in or recommending?
Respondent	Like I said, it could be a friend in the neighbourhood or not in the neighbourhood, it could be a family member that has just been unemployed for a while...ya. So, they always know somebody [laughs]. I mean we have not sat here once and said, 'gosh, are we going to take a stranger?' They have always brought somebody.
Interviewer	So you prefer it to be friends and family?
Respondent	Uhm...yes. It is a little bit easier, for that proximity thing where you can find out if

	there is something funny going on when they are absent.
Interviewer	So it allows for a bit of better management?
Respondent	Yes. Definitely.
Interviewer	I did not ask this earlier on. Where do most of your staff live? You touched on that
Respondent	Cape Flats [laughs]. A bit of Mitchells Plain, so we have got one bakkie that goes home, so it is from Delft to Mitchells Plains and we have got another one on this side which comes from Retreat, that side out.
Interviewer	So you pick your workers up in the morning?
Respondent	Most of them. Most of them, yes.
Interviewer	And at night, how do they get home?
Respondent	They also get dropped off along the way, the same route taken back. Then you get the ones that live in Kalksteentfontein, that unfortunately, have to take the train.
Interviewer	And the men in the warehouse?
Respondent	<i>Khayelitsha</i> and <i>Gugulethu</i> . They also get a lift with the bakkie.
Interviewer	What was the reason for starting the lift?
Respondent	Look, sometimes people come with some excuses. People get paid on a Friday and come the Monday they ask for money for transport or they come on Tuesday and say they did not have money for transport. So it is easier to squash that and say, 'okay, here is a lift, so be at work'.
Interviewer	Okay.
Interviewer	And then with your second method of recruitment, you say it is 'in house'. What was the reason for that?
Respondent	Those were two positions especially, that I remember being for the call centre. So basically we looked at product knowledge...
Interviewer	Mmmm
Respondent	...and we took one of the ladies from the sample department because she has got to know each and every code because she has got to make up those samples very quickly. So she qualified and she had some admin history where she worked before. And the other guy, Gethro, he was taken from the warehouse and he also, like I said, knew each and every product, so that was the first reason, he needed to know, and then we train them from there to have basic telephone skills and we send them on some courses.
Interviewer	And how long were these people here? Were they here for a specific length?
Respondent	Ayesha was here before me, so she has probably being with the company for nine years. Gethro, you can ask him, so he is a really good learner and I think has been with the company for six years.
Interviewer	So was that also factored in, that fact that they have been here?
Respondent	Yes, that was also a factor. But I think it would have been a very small part of it, the product knowledge would have played a bigger part.
Interviewer	So they gained that product knowledge because they worked with the...
Respondent	Because they worked with the product before moving into the call centre.
Interviewer	Okay.
Interviewer	And the call centre, is that for sales?
Respondent	Ooh, everything [laughs]. It is for sales, people enquire about stock, quantities...they ask technical questions like can it be used in whichever area. Just basically anything about the product. [For example] is it porcelain, what colour can you put in your picture... blah blah blah.
Interviewer	And how many call centre staff do you have?
Respondent	We have got four.
Interviewer	Have you got any other examples of 'in house'...what do you call it?

Respondent	Promotion [laughs]
Interviewer	Yes [laughs]
Respondent	Not really, no, they would stick out in my mind because I work with them every day. So I am not one hundred percent sure about who has got what position because they move around a lot in production. Ladies move from making sheets to maybe going to the sample department or the board department. So ya, actual promotion... there is one other lady, she started a month or two before me, she went from admin, to sales rep and then she moved on to being executive assistant for the buyer.
Interviewer	So why did you feel she would be good for the sales rep position?
Respondent	She volunteered. We needed someone urgently at that time. She volunteered because she had also been working with the product, but eventually it was found that she was needed more in the office, so we had to get someone from outside to be the sales rep.
Interviewer	Okay.
Interviewer	And then she took the executive assistant position?
Respondent	The executive assistant position.
Interviewer	And what does the executive assistant position entail?
Respondent	Basically, a little bit of Promotional (PR) work, combined with your general assistant, just updating imports, and helping with emails and stuff...whole lot of emails in this company [laughs]. We thrive on that.
Interviewer	And you spoke earlier about production. You said that there are different levels. Can you just tell me about the departments in production.
Respondent	So you have got your actual board departments. So they are going to make up sample boards for each and every retailer that requests. That's their job. You have got sample departments, they make up samples that need to go out to sales people at the different retailers because you obviously can't travel around with a board in the car all the time. Then you have got the sheeting department. They will spend the day making up sheets whether it's spades or mixes, or whatever, to the specs the clients give them. We've also got guys who sit around the whole day and strip these sheets, they just strip the mosaic off them the whole day.
Interviewer	And then do you have different people managing those departments?
Respondent	Not really. There is one lady, she is at the back. She has got to keep an eye on all the people all the time. We don't really have anybody, in the department itself, in charge of the others.
Interviewer	Can people move from one department to the next?
Respondent	Yes, definitely. We have got some guys go from production to the warehouse and some guys in the warehouse going to production to help with whatever needs to be done.
Interviewer	With the recruitment methods, is there any one method that you use more than another method?
Respondent	Because of the quantity or volume of people in production and the warehouse, I would probably say it is the word of mouth more because the turnover is a little bit higher. People in admin have been here for a long time, like I said; people in production and the warehouse, they just come and go. So I have had five, six people this year that have left. They have actually not been replaced because it has been so slow, so we are just trying to keep everyone busy.
Interviewer	With December and January, what are the demands on the business?
Respondent	There are a lot more people requesting a lot more sheets to be made up. So first of all you have got mixes and things that need to be done...
Interviewer	Okay.

Respondent	...so the whole production will be kept busy because you need to strip that and they need to make up sheets of that and then the warehouse...obviously your volume increases. So now you need guys to work or even start working on Saturdays sometimes. So basically just production and dispatch.
Interviewer	So if you were to ask someone to bring somebody, for people who are recommended, how do you train people?
Respondent	It is actually a hit and miss kind of a thing, if you want someone for sheeting and you can't find someone internally, not everyone has an eye for it, let's put it that way. So you bring someone in, the person gets put in that department, told what to do, given someone to shadow and then try to do it as well and unfortunately if that does not work out we need to let the person go. But it normally starts out as a casual job anyway. So they do sign a contract for two to three months and after that, if they do fit in or if they can do the job, they get the job.
interviewer	And then, with advertisements. Is there any reason you don't really use newspaper adverts?
Respondent	I don't think that we would be able to handle the volume of people [laughs] who call in because it is such a...anyone will think that they can do it. I mean really, anyone can come, and they can try and do it, but I think it is more of, 'okay get that person to bring in someone' instead of getting the ad out then and getting fifty CV's bombarding us, you know.
Interviewer	Have you been happy so far with the people they...
Respondent	That they do recommend...[sigh][pause]. More happy than unhappy. Everybody needs a job and you basically try and get someone who has loyalty to the company which is something you obviously have to learn. Once you are here and you fit in and you are a part of the company, you just have to make yourself fit in. There are just people that could not fit in and they left. I think we have been more happy than not because we have got quite a nice group of staff at the moment.
Interviewer	So you say because they have more loyalty to the company they tend to want to get people in that...
Respondent	That they know can do the job. Because at the end of the day, if you look at it, if that person does not perform the company loses out because mistakes get made and once mistakes get made it impacts on everybody at the back or everybody in the warehouse. So they need to get somebody that is dependable.
Interviewer	You briefly mentioned who the clients are, can you just expand on that.
Respondent	Clients...Tiles South Africa, Exo-tiles, Builders Warehouse, Target Tiles...gosh there are so many...Ceramic or Cleopatra. There are a whole lot of, let me put it this way, every tile retailer except for CTM because they bring in their own stuff, you will basically find us in every, basically every tile retailer. Sometimes people bring in their own things, but we always find Douglas Jones' products are in holding, even if it is in a little corner.
Interviewer	And then do you have private clients, maybe people that are renovating their homes?
Respondent	They do come in. Normally builders will send clients to us as well, I forgot to mention that. Like 'Full Builders' and we have got a showroom, I will show you that on the way out. I am the first person they call if they get someone and I will go through and help which ever client is inside and I will advise them about which products are suitable and which aren't and I will give them some suggested retail prices etcetera.
Interviewer	Okay.
Interviewer	So if the private clients came in, who would they speak to?
Respondent	They would probably speak to me first and from there I either direct them to a

	retailer or a pool builder they can talk to. We try not to sell directly because we like to keep our retailers busy and get clients to buy repeatedly from them instead of, I mean, they are always going to order from us anyway. Ya, so it makes more sense to send them to the retailer.
Interviewer	And then with the recruitment agencies, how often do you use those?
Respondent	Not often...not often at all. I think in the last, how many years I worked here, we have used them about three times successfully. I say successfully because there have been numerous people that came and they all go. You know you sort of have to fit into the company culture, ya...so. You think everything is rosy and then people get here and they are sort of not able to fit in at all.
Interviewer	And what would you say the company culture is?
Respondent	Everybody has got a work ethic. You are not going to find a whole lot of people here standing around chit-chatting the whole day. We like to be kept busy. Ya, because some, it is just difficult to fit into that because they might come from places where they could stand and talk a whole lot of nonsense all day and that is not on here. You sort of have to be busy all the time.
Interviewer	How many sheets and things do your employees have to produce a day?
Respondent	We don't have a, actually I can find out if you just let me phone someone quickly. I am sure they have got a minimum that they have to do, I don't keep track. [Phone call conducted]. She says it depends on the size of the product; if a product is 50 by 50 and they have to put it on a 300 by 300 sheet she would take no less than two hundred sheets a day. I did not know that.
Interviewer	Per person?
Respondent	Yes, per person. And if it one of our smaller products, which is a 20 by 20 also on a 300 by 300 sheet, she will take between fifty and sixty a day.
Interviewer	So they need to have that work ethic to produce those targets.
Respondent	Yes, they need to do that.
Interviewer	With word of mouth, are they able to bring in people with the same work ethic?
Respondent	For the most part, yes. I would say seventy/seventy-five percent have brought in people that can do that.
Interviewer	You said that there are family members that are employed. Do they know each other well and does that create...
Respondent	Yes, definitely. More amongst the men than the women. Women tend to have personality issues. It's like, 'oh, it is my cousin or my sister in law, but I don't want to work with her anymore'. And the men are like...men are so easy going.
Interviewer	And they are working with their friends and their cousins?
Respondent	Yes.
Interviewer	Do you recruit geographically or does it not matter where they stay?
Respondent	It does not really matter where they stay. It just so happens that they live within that same kind of area.
Interviewer	With the transport that you give them, do you also go to <i>Khayelitsha</i> and <i>Gugulethu</i> ?
Respondent	Yes we do.
Interviewer	How has your recruitment strategy benefitted the business or the company?
Respondent	I think it has definitely just knowing where people stay, let's just say it is definitely going to be a repeat of.
Interviewer	Is absenteeism a problem sometimes?
Respondent	Yes [emphasis]...yes, we have got people staying away, not necessarily notifying whoever is in charge of the department, supervisor or manager, and sometimes they come back and are like, 'oh my child this, or this happened'. We had a guy who stayed away for probably a month and he came back and the manager took him

	back. I promise you he was working here for three weeks and then they sent him to <i>Ciskei</i> because he was a naughty boy, he was just naughty. Gosh, 'people don't you want to work'? I mean what do people do for money? No one can just afford to give up their jobs just like that.
Interviewer	And what are the reasons for the absenteeism?
Respondent	Some people genuinely have health problems. They have got chronic illnesses, others are just... 'I have got sick days and I am going to take it'. Ya, you get those...sick days...one or two days here and, 'oh, you don't need to have a certificate after two days'. And they just come in and are like, 'no, this happened'. It is a little bit of a mix, honest illnesses and then there is just some lazy bugger who is just going to stay at home because it is raining or whatever [laughs].
Interviewer	With the permanent staff, how long have most of them been here?
Respondent	It is difficult to say. I would say most permanent, the majority are permanent, I would say definitely over three years. So you have got people working here between ten/eleven years and three years but most of them are longer than three years. Ya
Interviewer	And is there a reason why they stay so long?
Respondent	Uhm...I actually don't know. I am one of the people here that's like old furniture [laughing] and I must admit it is a very cool company to work for, my boss is Jan Hops, the MD, so he is very laid back, [and] he is a family man so he understands about family as well. The money is not bad at all, ya, it is like a comfort zone, I think.
Interviewer	And is the business doing well?
Respondent	The business is doing well. We have not had to lay off people, we have not had to reduce working hours, go on short time, and we have not had to review salaries or anything like that, that normal companies have to go through when it is tough times. Ya, I think the business is doing well. And we are growing everyday and we have people putting in credit applications, they want to do business with us...the retailers. So ya, business is not bad.
Interviewer	And are you going to have to expand any time soon?
Respondent	No, one day we are probably going to have to. It is just getting so small [the premises] and cramped, so we are going to look at that. It has been talked about for the past two years, we have not yet but he [the owner] has just gotten the other two warehouses to put stock in, but if we have to expand the production department or grow the admin section, then we are stuck because we have got nowhere to put people.
Interviewer	Once it is done with production does it go out to the warehouses?
Respondent	Yes, so they will finish an order, it will go into the warehouse as stock (we will put it on the shelf) or we will have done special orders for clients and that will like go out immediately.
Interviewer	And generally, how many orders do you have?
Respondent	It really depends on which day it is in the week and on which time of the month it is. Once we get towards the end of the month it will sort of quiet down a bit and then come beginning of the month it will be so hectic. So ya, it depends like which day. From Monday to Wednesday, very busy, Friday and Thursday it edges off a little and like I said, end of the month not so busy and beginning of the month very busy.
Interviewer	I was wondering if I could speak to some of your employees just to find out, because a lot of businesses are using word of mouth, who they recommend and why, just so we can understand that.
Respondent	I will get you someone from production first.
Interviewer	Thank you.
	APPROXIMATELY 40 MINUTES

Employer 1 at Douglas Jones

Verbatim transcription:	Employer 1
Interviewer	They mostly use word of mouth. So I want to find out who you would recommend if Linda came and asked you asked you...
Employee	What now?
Interviewer	If she would use word of mouth who would you recommend? [interpretation into Afrikaans].
Employee	My familie
Respondent 1	I told you [laughing]
Employee	Yes, because they will want to fight yes.
Interviewer	It would be a good friend of yours?
Employee	Not a good friend, not a close friend.
Interviewer	So which kind of friend?
Employee	A friends, friend. A friend of mines friend.
Interviewer	Okay. Is there a reason for that?
Employee	Yes. I don't want family on this floor because we fight here [laughter].
Interviewer	And then, how long have you been working here?
Employee	Almost five years.
Interviewer	And where do you live?
Employer	In Steinberg
Interviewer	And how did you hear about this job?
Employer	My cousin.
Interviewer	Are you good friends with your cousin?
Employer	Mmmm
Interviewer	Does she also work in production?
Employee	Yes.
Interviewer	Okay.
	And then, did you find it helpful when she was here? Did she show you how things work?
Employee	Not really. Mm
Interviewer	And did your cousin live in the same area as you?
Employee	She stayed in Hilveed, Montague Gardens...
Interviewer	Is that close to?
Employee	Not so close, but...
Interviewer	And, a friend generally, if you had to recommend a friend would they stay close to you or...
Employee	[pause]
Interviewer	Have you recommended anyone to come and work here?
Employee	No.
Interviewer	Okay. I think that's it. Thank you very much.
Employee	Okay.
	03: 23

Employer 2 at Douglas Jones

Verbatim transcription:	Employer 2
Interviewer	Can I record this?
Respondent	Yes.
Interviewer	Basically my research is on how businesses recruit their workers and Belinda was telling me the business mostly uses word of mouth. So I just want to ask who you recommended to come and work here and why? So when they asked for new employees, who did you recommend?
Respondent	Can you come straight to what you want?
Interviewer	She said that you have some family members working here.
Respondent	Yes.
Interviewer	Who are they?
Respondent	Sean, he is my cousin Brother.
Interviewer	He is your cousin?
Respondent	He is my brother.
Interviewer	He is your brother?
Respondent	My cousin- brother. He is a cousin-brother. Our mothers and sisters...
Interviewer	Okay.
Respondent	Michael. And then there was my uncle Robin.
Interviewer	And Michael?
Respondent	Michael is also my cousin.
Interviewer	And why did you recommend them?
Respondent	Sean and Michael they come from school. So they are grade twelve and doing nothing from soccer.
Interviewer	And Robin?
Respondent	Robin is also my uncle [can't hear the rest]
Interviewer	Do you live together?
Respondent	No
Interviewer	Where does Sean live?
Respondent	He lives with his mother
Interviewer	His mother?
Interviewer	Where does his mother live?
Respondent	In <i>Gugulethu</i>
Interviewer	And then Michael?
Respondent	Michael, now he is sleeping he a long time ago.
Interviewer	Okay. Where does Michael live?
Respondent	Also <i>Gugulethu</i> .
Interviewer	And Robin
Respondent	He has got his house.
Interviewer	In which area?
Respondent	Philippe.
Interviewer	And where are you staying now?
Respondent	<i>Gugulethu</i> .
Interviewer	And how long have you been working here?
Respondent	Ten years.
Interviewer	And how long have Sean and Michael and Robin?
Respondent	Three years.

	That's it. Thank you 03: 10
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University of Cape Town

Employer 3 at Douglas Jones

Verbatim transcription:	Employer 3
Interviewer	I am just doing research on how businesses recruit their workers and Luenda was telling me the company mostly uses word of mouth. So I just want to find out who you would recommend if you came to you and asked you, if you have recommended any workers to the company and...
Interviewer	So how long have you been working here?
Employee	Almost now ten years.
Interviewer	So you started out as a driver?
Employee	As a driver ya.
Interviewer	And where did you go from there?
	I was a driver over there at the warehouse pulling stock and after that you can go quality control and set liquids
Interviewer	And now you are
Employee	In the call centre.
Interviewer	So you have the product knowledge?
Employee	[laughter] can't hear.
Interviewer	During the busy season, depending on if they are busy, the business needs new staff have you recommended anyone to come here?
Employee	Uhm...no, but I know when I needed a replacement, then I brought someone in my place.
Interviewer	So who did you recommend?
Employee	It was one of my friends, Cell's mates, he drives him.
Interviewer	So is he a good friends of yours?
Employee	Ya [hesitant]. He is not really a friend.
Interviewer	And where does he stay?
Employee	He stays in Kensington.
Interviewer	Where do you stay?
Employee	I stay here in Montague Gardens.
Interviewer	And when you moved from warehouse to quality controller did you recommend anybody for the warehouse?
Employee	On the warehouse?
Interviewer	Yes.
Employee	No. David took all that and replaced it.
Interviewer	If they came to you again and said, you know, can you bring somebody, are there any people you would feel okay about recommending?
Employee	Ya. I think I would recommend my brother [laughs]. Cos he is just running around. I would recommend him.
Interviewer	And does he stay with you?
Employee	He stays with us now.
	Okay. Thank you
	02: 39

Appendix G

Snippets

University of Cape Town

Snippets

Date and location of the interview	26 th April 2011
Company	Snippets
Company location	Claremont
Interviewer	Anya van Wyk
Interviewee	Constance
Transcriber	Anya van Wyk
Address	2 Dreyer St, Claremont, 7700
Contact details	Tel: 021 6835878
Storyline	<p>‘Snippets’ is a boutique hair salon, offering services such as haircuts, blow-dries, highlights, lowlights, semi-permanent colours and perms. Their clients range from younger to older women. The boutique is small with one receptionist, two hairdressers and one assistant. The qualified hairdressers go to technikon for three years with a practical at the end of the training. The receptionist has no prior qualifications for the job but was trained by the salon. The assistant, who does shampooing and colouring, has no prior qualifications for the job, but has been working for Snippets for 20 years and was trained to do her job. The assistant is also in charge of the general maintenance of the salon and cleaning. Her employees live in Athlone, Muizenburg and the Northern Suburbs and Kenilworth. The owner lives in Claremont. The employee, living in Athlone uses public transport and the rest have their own cars. Two of the hairdressers are white and the other two are coloured and they are all female. All staff members speak English and work on a full-time basis.</p> <p>The main recruitment method is word-of-mouth. She says that she will normally tell somebody that she has a vacant position and ask them if they know somebody who wants to become a hairdresser. She says she normally spreads the word to her clients, co-workers. It is not necessarily based on skill because they refer to their new staff as apprentices. She says that people will always know somebody’s cousin or sister who needs work and she says this has been successful for them. She says that advertising does not work well. She says recently she put an advertisements in the Cape Ads, the Tatler and Gumtree for a nail technician and was not able to find an individual with the skill and experience that she is looking for. So, she has put the word-out to salons. In terms of geography, she prefers to be realistic in her recruitment of people who live too far out. She says recently, she had somebody who lives in Somerset West apply for the nail technician job, and she decided not to hire her because she felt that she would be spending most of her time in the traffic.</p> <p>Despite the fact that hairdressing is a skilled trade, she says that when recruiting skill and training are not her primary concerns. She says that she is more concerned with recruiting somebody who is friendly, smiley, who has a nice persona. She says everything else can be taught. She says she prefers this to somebody who has the skills but is miserable in their disposition. She says she hired Claudia, a women who worked at Pick ‘n Pay but she liked her. The nature of the person is the most important part of the business. The second</p>

	<p>hairdresser, who owned her own Salon in vineyard road, says that word-of-mouth works well because within the hairdresser industry it's important that you recruit hairdressers in the same area, that you know have their own clients. She says that with the recruitment of the new hairdresser, they knew she had nice clientele from the area and all her clients moved with her when she moved to 'Snippets'. This means that word-of-mouth is therefore, geographically limited to the area of Claremont because people from far-out areas would have less to add to the business because their clientele would not follow them to Claremont.</p> <p>They argue that when they ask clients to recommend people, they know what the standards are at the salon, the presentation needed and the kind of voice needed and therefore, with word-of-mouth they are able to get people in who look and sound the part. This is because it is face-to-face service and a highly personal service. She says that they talk to their clients and have that personal interaction. They say that with word-of-mouth people feel a bit more connected and therefore take more responsibility in the type of person they recommend. She says, like when hiring Sabia, she asked Jalaypa, a girl who works in the area. She says Jalaypa, knew her and what the salon was like. She said she knew who would fit into her business. She says that Jalaypa grew up with Sabia, and knows her children. She says that if there is a problem that they will speak to each other because of the sense of community that Sabia and her family have. She says that because of the interaction there is a sense of accountability and she will make sure she recommends somebody who works well. She says it's important to her that her employees stay a long time. She says it's because her clients and employees are like a family. She says she knows all their worries and they look after each other.</p>
Verbatim transcription:	Snippets
Interviewer	Umm...the first section of the interview is just about the business and what you generally do. And, so, what commodities or services do you offer?
Respondent 1	Anything to do with hair, like cut and blow dry, tints, highlights, lowlights, semi-permanent colour, perms. Anything to do with hair.
Interviewer	And, who are your clients, generally?
Respondent 1	Umm....I would say... [Asks a question] my particular clients or the salons clients?
Interviewer	The salons clients.
Respondent 1	I would say, we have a variety of clients. I sort of have the middle-aged clients, the young mothers to [clients aged] fifty, I would say. And, then Sharee and Lynette, my colleagues, have the slightly older clientele and then Sam, [has] the younger [clients]. So, we sort of have a big mixture of people.
Interviewer	Are you the owner?
Respondent 1	Yes.
Interviewer	And, how many people work for you?
Respondent 1	I've got one, two, three, four [counts employees].
Interviewer	And, then just about the location, is this owned or rented?
Respondent 1	This is rented.
Interviewer	And, if you don't mind [the inquiry], how much does that cost a month?
Respondent 1	Well, it depends on the area but I am paying nine and a half thousand rand excluding vat, so it comes to about R14 000 a month.
Interviewer	And, were you at any other location before this?

Respondent 1	Yes, next door for twenty years. So, we just recently moved in here.
Interviewer	What prompted the move?
Respondent 1	It was just more exposed. It was a lot cheaper on that side [place rented before this current location] and the space was smaller. And, so now, I've gone a bit more up-market and I've got a bigger space. Of course the rental is much higher. I paid about R80 per square meter and here I'm paying I'm pay R140, so it's a lot more because of Dreyer Street.
Interviewer	Because of the exposure?
Respondent 1	Ya.
Interviewer	You mentioned that you chose the location because there was more exposure...
Respondent 1	Yes...
Interviewer	Is that the only reason?
Respondent 1	Yes. And because it was a bigger space, so I could have more a little more space. It's just like, why do you buy a bigger house? Because you enjoy the bigger garden and you enjoy the more space, you have got a better view. You know really, that's what it is. [Stops interview, briefly to open the side door for a client] One of my clients has a broken leg and they need to get through this way.
Interviewer	[Client is helped in and interviewed recommences] And then, the owner is the manager?
Respondent 1	Ya, that's me too, ya.
Interviewer	So, this isn't a franchise?
Respondent 1	No, I am a self-proprietor. Yes.
Interviewer	So it is a boutique?
Respondent 1	Yes.
Interviewer	What's the labour? You said you have four women working here. How long have they been working for you?
Respondent 1	Well, I have had three women working for me for twenty years...
Interviewer	Oh wow...
Respondent 1	...and one has just started and she has been working here for two months. So she has only been here for two months but the others have all been working for me for twenty years [laughing].
Interviewer	Oh wow.
Respondent 1	Unheard of, I am sure [laughing].
Interviewer	And what are the different skill levels of your employees?
Respondent 1	What the skill levels are. Well I have one receptionist, two qualified hairdressers and one assistant.
Respondent 1	[Talking to a customer]...
Interviewer	We were talking about the skills levels of the employees.
Respondent 1	Yes. Yes.
Interviewer	When you say qualified hairdressers what does that mean?
Respondent 1	Okay, they go to tech [technikon] for three years and there may be a practical formulation. See, I did not train in South Africa so I don't know the actual ins and outs of [it], but there is a college in Wynberg where you sign up for three years and then you have different modules where you have to, you know, a proper training programme and at the end of it you are a qualified hairdresser after three years. You can do it full time, you can do it part-time and you have to have a certain amount of practical hours and that sort of thing.
Interviewer	And obviously to get into tech you need matric?

Respondent 1	I don't actually quite know. Let me look at...
Interviewer	[Chat to the youngest hairdresser at the salon] To get into technikon, you need matric right?
Respondent 2	At the college? [hairdresser].
Interviewer	Yes.
Respondent 2	Depending on which college. There are colleges that take you if you have a standard eight certificate.
Interviewer	Do you mind me asking what your qualification was?
Respondent 2	A matric.
Interviewer	And how does the technikon work exactly?
Respondent 2	I got in for full term. I did hair and makeup which was a two year course at that time. And obviously, I would say it is actually a three year course because you have to do your internship as well. And then you need to do a board exam and then do an internship at a Salon which is eighteen months and from there you are ready and you can do a trade.
Interviewer	Thank you. That's it. [Back to interviewer with the owner]
Interviewer	And then, the receptionist, what are her qualifications?
Respondent 1	Uhm...I don't think they need to have any qualification, you train them.
Interviewer	So she has been trained on the job?
Respondent 1	Ya. Ya.
Interviewer	And then the assistant?
Respondent 1	Also, you train them. She has been with me for twenty years so she has learnt how to shampoo and apply colour and I have done all the training. So she has been trained on the job, ya.
Interviewer	So she just does the shampooing?
Respondent 1	The shampooing, the applying of colour, the knowledge of cleaning, just general maintenance of running the salon successfully, ya.
Interviewer	Okay. Where do your workforce live?
Respondent 1	Uhm...Sabia lives in Athlone, Sam lives in Muizenburg and Shereen lives in the Northern Suburbs and my other hairdresser lives in Kenilworth. I am over the way (Claremont).
Interviewer	Uhm...do you know how they commute to work?
Respondent 1	Yes. Sabia takes public transport and the rest of them have got cars.
Interviewer	And what does it cost each of them to get to work per month?
Respondent 1	Can you withhold that and ask them that themselves. I have no idea. I really have no idea.
Interviewer	Okay.
Interviewer	What is the racial breakdown of the workers?
Respondent 1	You mean what are the colour of the people that work for me?
Interviewer	Yes.
Respondent 1	Okay. My other qualified hairdresser is white and Shereen and Sabia are coloured and I am white.
Interviewer	Where is the other hairdresser? Is she here today?
Respondent 1	She is coming in just now. You are going to meet her.
Interviewer	Okay.
Respondent 1	She starts a bit later today.
Interviewer	And then, the gender profile?
Respondent 1	All female, it just happens to be that way.
Interviewer	And the language?
Respondent 1	People speak English.

Interviewer	Then, are they all full time?
Respondent 1	Yes.
Interviewer	Okay. This is the main part of the interview. How you recruit your workers.
Respondent 1	Okay.
Interviewer	What recruitment, I know they have been with you for a long time, what recruitment method did you use?
Respondent 1	I actually and I am not sure I am a good person to have interviewed, because I am quite individual. I never recruit people just through advertising or something; it is all through word-of-mouth. I sort of say to somebody, 'do you know...I am really looking for somebody, do you know of anybody'. And they say, 'oh my sister has got a daughter that would like to do hairdressing'. Shereen, I worked with Shereen first and she was employed by my previous boss and then I opened my own Salon she came with me and so did Monique, the other hairdresser. And Sam, she also, when we moved to the Salon I spread the word that I needed another hairdresser and she would come by, she would come past and buy some colour from us now and then when the other hair Salon that she worked for ran out of colour. And I started chatting to her and said, 'Sam, I am opening my own business, don't you want to come and work for me?' And that's how it works. So I did not hire any agencies and I have employed all my staff just really by gut. Do I like them? Would they fit in? What is there personality like? I do it all by gut feeling.
Interviewer	Yes.
Respondent	...so not necessarily by qualification.
Interviewer	When you first spread the word, who did you spread the work to?
Respondent	To my clients, to my fellow hairdressing salons...you know...that's how we hairdressers work. We say, 'look, I need a little apprentice'. I speak to the salon down the road, 'have you got anybody'? And always, they will have somebody's cousin, sister that needs a job. So somehow that always seems to work.
Interviewer	So generally do you have...
Respondent	Like for example, for nails, for somebody who does nails and I advertised in the Cape Ads, in the Tatler and on Gumtree and I haven't found the right person. Which is very interesting because you will write in the Gumtree advertisement, 'experienced nail technician' and you will have nobody with experience that will phone you. They have just done a six week course and they have never worked before and they have not...so they don't seem to read the ad well. And the other, I had no responses, so it's again a thing that I am spreading the word to other salons saying, 'do you know of somebody, would you please let me know, I am looking for a nail technician'. So often advertising a job does not work well, that's what I found in the past.
Interviewer	And that's because?
Respondent 1	Even at home when I need a new nanny or somebody, it's like I will ask my neighbours nanny, 'would you have a friend, would you know of somebody' because then somehow you get it, word of mouth, really. That might be a unique situation, I don't know...
Interviewer	The trend we are finding is that word of mouth is effective.
Interviewer	Do you find that your choices are geographically limited or...
Respondent	Look, I would, it does pay to be realistic, like the other day I had a lady phone me from Somerset West for the nail technician [post] and I said, 'no, you know what, you are too far...you can't travel in that traffic every morning to come and do a few nails here, I need somebody closer'. So ya, I would say, it must be

	a realistic thing.
Interviewer	Obviously, the way your business runs does influence the method you use, am I right in saying that?
Respondent	Yes.
Interviewer	Which aspect of your business would you say influences that?
Respondent	Let me quickly see if I understand this question. You are saying the way I hire the people, does it work for me? Would do what?
Interviewer	Just that, certain skills that you need in your business, unique to the hairdressing business, does that shape the fact that you have chosen word of mouth?
Respondent	No, I truly believe that if you have got a person, if they fit into your, like if they fit into your...like for example Claudia, when I employed her she [had] absolutely no skills. She worked for Pick 'n Pay before, but I liked her and I liked her personality and I always think if you have got the right person, who is friendly and has got a smiley face and a nice persona about them everything else you can train them. Rather than somebody who comes in and has all the skills and they are miserable, you know. So, I think everything else you can teach. So I have really always just, I have hired all my staff like that feeling and they are lovely and they have never really...they have worked for me for twenty years...so give and take, ya. I don't know if other people do it, it is amazing how that works. I really, I have not given it much thought and sometimes people have, like the other day somebody came in late, I interviewed them and there was just something I did not like about them. Just the way they, not anything to do with the way they dressed, I just had the feeling that it wouldn't be right...it would not work for me. So I did not employ them.
Interviewer	What was it?
Respondent 1	I think it was just arrogance, like I know it all, like, 'what is it that you can teach me and I have got this qualification and I want to do it this way', that kind of thing. Just trying to tell me how I should run the business. I would rather somebody a bit more humble, so. Maybe I made a mistake, I will never find out [laughing].
Interviewer	Would you say that having friendly, warm people is important to your business?
Respondent	Most important, the most important, the most important, and that is another thing I find, if I may just mention this, I don't know if it has got anything to do, but if I have got an ad in the paper, like I had an ad in the paper, and I paid three hundred and sixty rand for it and they pick up and they say, hello, 'is the job still open man'? And you like, 'oh my God'. It's like that [is] the pitch, I will never give somebody a job like that. If they can't say, 'hello mam, this is so and so speaking, I see that you have got an ad in the paper I just want to know...' something like that. 'I want to know if that job is still open man' [laughter]. Very bad basic skills in just applying for a job. So ya. I think if they just present themselves nicely and they come for an interview they don't have torn nail polish on their hands and they have actually made an effort to blow dry their hair nicely and dress nicely, I mean, that is already a step in the right direction. You know, even though they don't have qualifications, I would rather hire somebody like that than somebody that comes here with chipped nail polish and has an attitude, you know, but has got all the qualifications. That's the thing, there's a right way to do it.
Interviewer	I just noticed about your business is that most clients seem to have a personal

	relationship you...
Respondent	Yes I do, I know them for many, many years. We have had our clients as clientele for many, many years.
Interviewer	And maybe, so you said this method has worked for you, word of mouth. Can you give me an example for each of your employers, why it worked?
Respondent	Sabia, I was looking for somebody and there was another Muslim girl that was next door to us and she would come chat to us often and I would say, 'Jalaypa, I need an assistant, don't you know somebody?' She would say, 'yes, yes I do'. And Sabia came in and I immediately liked her and then I employed her right there and then...twenty years ago...she gives me a hard time [laughing].
Interviewer	What did you like about Sabia?
Respondent	She was nicely dressed, she spoke quietly, she wasn't full of herself, she had a lovely friendly nature
	Lynette walks in.
Respondent 2	You know Lynette is my other half [laughing]. Can you carry on for another minute [Lynette: participant 3]
Interviewer	Lynette, Constance was telling me she uses word of mouth to get her workers and I was wondering, why do you think that's the method she uses?
Respondent 3	[thinks I am referring to advertising for business] I put myself in this position. Example, if I am out with somebody and I say, 'ooh, your hair looks nice' and they say, 'yes its lovely'. I would do it exactly...let's not use hair, let's say something like nails, we don't do. 'Ooh your nails look for nice' and they say, 'yes, yes, I had this done at 'Snippets'. The other person says, 'well I am happy with mine and I it done there'. Well what motivated to say to me, the only time people move is when they are being pushed to. So talking about it, you hear the names, so they are not going to change their therapist until something happens. So you can put all the adverts you like in the paper, people are not going to change because they have already got somebody. The other problem with advertising is you never know when it works. You can spend countless times advertising and you never know whether you got anything back. We did a flyer campaign about eighteen months/two years ago, really nice flyers they were, you know...photographs, offering a free treatment. We distributed to the post office into this area and the Central Business District. One, they wanted to know if they had spend any money to get their free treatment, that's all we got. You can't spend that sort of money on advertising, seriously. It's too personal [referring to hairdressing], therefore, people won't just leave their hairdresser because of an advert.
Interviewer	[So, I ask her again] And with the recruitment of workers?
Respondent 3	That for some reason works. Because...my take on it: the problem there is that in this business you can't take somebody on who does not have a clientele. So now, you have got to pinch staff somewhere else, in your area, because you can't go out of the area because you can't take somebody on straight out of tech because they have got no clients. So, we have to pick up a new staff member, this is the first time for hundreds of years [laughing]. In fact, my business that I had in Vineyard road basically closed down because we couldn't get enough staff and enough members to fill it...what on earth where they going to do then?
Interviewer	So your business did not have enough...
Respondent 3	If they came [new hairdressers], they did not have a clientele.
Interviewer	So the business was failing because of that?
Respondent 3	Ya, because you can't get enough, it was a big upheaval, Constance left and

	started her own business here, so if one person leaves you have a whole lot of people that leave. So unless you can replace that person with someone that has a clientele, so that becomes quite difficult.
Interviewer	So do you find that by recruiting through word of mouth you are able to get...
Respondent 3	Yes, yes. The lady that we did take on worked locally but she would come and borrow stuff and she was always had this nice clientele, all so friendly. So we sort of said, 'well, we need her', and fortunately she said yes, but she worked in the area and she was able to and she was dissatisfied where she was because of the hours she had to work. So that was typical...and I will tell you one thing, as far as I am concerned, hairdressing is unique, normal business practices don't work in hairdressing. That is something I have seen over the years.
Interviewer	So, what do you mean by unique?
Respondent 3	Well you know, you sort of, you go to a business seminar and they say advertise, 'dada daa dada daa dada daa', those things don't apply to hairdressing which is just totally different.
Interviewer	In what way is it different?
Respondent 3	Well they, as I said, it is such a personal thing. People don't move, they don't move to somebody else [referring to clientele]. So even word of mouth, you can't move...it is really difficult. I mean, we have run all sorts of promotions: like, recommend a friend and you will get twenty-five of what she spends in the summer, we will give you a hairdo. So we do it and yet that small thing that you recommend just does not work because why should that person move?
Interviewer	Is it because people tend to get the hairdresser that knows their hair and how to cut and they don't want to move because...
Respondent 3	...because they have got no motivation to move. If they are happy where they are, why should they move? Not even price makes them move, unless they are really desperate...
Interviewer	Yes.
Respondent 3	...and the sort of people that do move, you will have them for a few months and they'll move [emphasis]. Like we have just moved here and we have got walk-ins, and if you go down the side road they have none, and now people know us and they are walking in and having their hair done. There is a very good chance that the people that are walking in to have their hair [done] move because they are new, as soon as a new place opens up they go into the new place...because it is new [emphasis]. They are not the sort of clients that will become part of the family and really loyal and that sort of thing. So while we are at that parting phase, it is very useful, it doesn't really build your business. Look, the thing that builds your business is the clients that come in every time [emphasis], every time, the regular clients. And then hopefully you can, they might come in, initially they might only have a cut and blow and then you might be able to promote having highlights. Some of my clients have been going for over thirty years and then you say, 'your highlights need colour, you are going grey, you need colour and because you are having colour you need a treatment'. So you slowly, slowly build that docket as opposed to getting new people in all the time.
Interviewer	Okay. And that will?

Respondent 3	Obviously the income per client in then brought out and that is very important [emphasis]. You have to increase the value of the docket. Then eventually you know, particularly, and this is where word of mouth comes in, this is long term, the sort of terms you can't envisage at this stage, it is sort of long term and the client has been with you and she has successfully, just an example, gone from highlights to having to having colour in her more mature years and it has been very successful. But the friend from another stylist has done the same thing but her change kind of wasn't successful, now she might come to you. Because the salon that she was with, the hairdresser she was with, for whatever reason, didn't have that extra know how to bring her into this new era in her life. But personally, putting ads in the paper, I mean, women who have been here, we had in the Tatler a, I don't know if you saw it, we had what they call an editorial feature. Where you take an ad out and they will write an editorial for you and it was a nice editorial thanking all her loyal clients, you know, and staff...people who have been together for many, many years and I don't think we got one person coming in here. Our clients appreciated it; they really appreciated the fact that this way we were thanking them. Not even one of the clients that left us a few years ago, we got no return from that clientele.
Interviewer	And that is because of the way the hairdressing industry works?
Respondent 3	Exactly. So believe me, don't try selling advertising space to hairdressers, you are wasting time [laughing]. When you get out there in the world, sell it to restaurants, yes [laughter]. But I think one hairdressing salon has done two or three times of promoting themselves through advertising they realized pick a safe approach and you always put in some way of getting feedback, like for instance, a free treatment. When I was around in Largos...was when all these huge high rise things were being built, the community flats. They built, and we thought, 'now is an opportunity'. The people coming to work here are at hotels, so do they want to go to the hairdresser in Town in their lunch time? Here's an opportunity, again, beautiful flyers describing each one of us in the Town with our different expertise and we had one going glamorous hair styling, I was going like a wash and wear. They gave a piece to each person and we distributed them in the mailboxes [emphasis] over all these office blocks, and again, one free style and again offering them a free treatment, so even if they had come for a cut and blow and a free treatment you would have thought they would come and try because it would be a new location for them. No.
Respondent 3	How do you find businesses, how do they, what have you found in general with how things work with businesses?
Interviewer	In terms of recruitment?
Respondent 3	Recruiting or advertising.
Interviewer	With word of mouth they are able to get people that they find reliable.
Respondent 3	Head-hunting almost.
Interviewer	They don't generally do advertising; they don't get the returns they need from that. So, word of mouth.
Respondent 3	Ya. I think this, unless you can go corporate advertising, where you have got billboards, full page adverts, which you have there month after month, after month, so every time you open it you see it. That sort of advertising works but small businesses can't do that because we don't have that sort of clientele. And big business round it off against their tax bills and you know. You have got to lay that out from the get go.
Interviewer	Can you tell me more about this docket that you were talking about?

Respondent 3	Increasing the docket?
Interviewer	Yes.
Respondent 3	Well just that. Once you have got the client in you then promote, and you try not to sell, in this business people don't want to be pressurized, but you promote retail to them. This is why we have gone over last year, particularly for Redkin (Hair product range) because it is an exclusive range, you can't buy it in the shops, it is extremely, extremely good...
Interviewer	Redkin?
Respondent 3	Redkin. And so, we know it works, we all use it ourselves. I would not use anything else and it is not because we use it for free or anything like that, it is because it works. And because our clients, for instance, they are having their tint, but the colour is fading and you say, 'well, the shampoo you are using is actually stripping the colour as well, you should really go onto Redkin'. And then you can sell them...so now you have increased, you might even have doubled your docket. That is what I mean by 'you increase the size of the docket'. That is the only way to get the business, to get the books to balance.
Interviewer	You spoke about the clientele and the personal nature of this business, what other aspect of this business stands out for you?
Respondent 3	Well, inasmuch as from a hairdressing perspective, they have got to keep themselves on the ball. They have got to look good and they have to keep their education standards high, which is another thing I don't think the general public realizes, how much money we spend educating and keeping up looks. During the winter months we go through various educational programmes. You have got to look the part, you can't have a scruffy hairdo and also you haven't necessarily got to look young or be young, but I am actually sixty-seven years old, now...if I looked like the average sixty-seven year old, there is not going to be work, is there? So you have got to invest in yourself and make sure you look good and carry yourself well and have a pleasing personality and have a smile on your face. You know, that sort of thing. It is not the sort of, if you were in an office, you can get behind your desk and do your work and then you can hand your work over and your face and what you really look like is not a measure of upfront. But here every single one of us and our assistants needs to look good.
Interviewer	Why is that?
Respondent 3	Well, I think it is because the client identifies, they want to look like you...
Interviewer	Okay.
Respondent 3	...they want what you have got. I mentioned just now that we are one of the most successful hairdressers I know in my fifty years of hairdressing. She [Constance, the owner] was in her day very glamorous, but she is still very, very successful because she has maintained that glamour. People want that glamour [emphasis] she is no better hairdresser, no better a person, but she is stunning.
Interviewer	And when you hire your people you look for that?
Respondent 3	Speech, the first thing, if somebody is approaching us, the first thing is, they have to phone because we want to hear what they sound like on the phone. If they don't sound good on the phone, you can't have, 'kaw kaw kaw, you can't. So certainly, one of the first things is what do they sound like on the phone. Can they speak clearly, I mean we can tell them what to say, but can they say it clearly enough? And then, when they come in, you want reliability, you don't want somebody, [interruption from assistant] and then of course, you want somebody when they walk in...they have got to look good [emphasis]. They've

	got to have a, I don't mean to say they have got to be glamorous, I mean I am casual but I pull it together, I hope. I don't wear masses of makeup, the makeup is tasteful. You don't want someone with grotty hair working on your hair, do you? [Laughter]. So these are things you have to look for.
Interviewer	And do you find that using word of mouth helps you access that a bit better?
Respondent 3	That's right, put it this way. If we were talking to our clients and we say we are looking for a woman, they wouldn't recommend some [displeasing sound]...they might say, 'you know what this girl I know, she is [in a whisper]....they know what they want when they come here.
Interviewer	And this business is very much face-to-face?
Respondent 3	I mean, there is only one thing more personal and that's your beautician. Perhaps that's a little more personal. Even then, generally speaking, you don't see much of your beautician because she is working on your feet or you are lying there or you have got stuff all over your face. Here, it is interaction the whole of the time, you have to have. You can talk about interesting things, I mean, I know I bore people to a degree with my cat [laughter], you see what I mean, and when I was younger I was a motorcyclist for quite a few years and I have done mountaineering. There are subjects you can talk about and people are quite interested in, 'where did you go the weekend'. As they say I talk about my cats and I do quite a lot of interesting cooking. My husband and I run the 'Shakespearean society of Southern Africa', the Cape Town branch, so it's Shakespeare.
Interviewer	Okay [amazed]
Respondent 3	... So these are the things that people, different people will be interested in different things, so it's interesting.
Interviewer	What is the Shakespeare society?
Respondent 3	You are interested in Shakespeare? [amazed]
Interviewer	My mom's an English teacher and she teaches Shakespeare, so...
Respondent 3	Oh, well, all it is is that we meet once in six weeks and we show a DVD usually and we call it 'Shakespeare South Africa' because we have a supper together...and we would be delighted, always delighted to have a new member. And we talk a bit about the, over the supper, somebody might say, 'but what about...'
Interviewer	My mom is teaching 'Othello' at the moment and they are watching the movie with the Laurence Fishburne adaptation.
Respondent 3	We have watched some very interesting things. Just recently, we did Hamlet with...what's his name?
Interviewer	<i>Kenneth Branagh</i>
Respondent 3	<i>Kenneth Branagh</i>
Interviewer	I loved that.
Respondent 3	We did it over two sessions. But this time, in fact it is a week on Sunday, you should look into it, we are doing 'A Midsummer Night's Dream', I wonder which version it is.
Interviewer	That's lovely.
Interviewer	I was just speaking to Lynette, and at the end of the interview she said that 'word of mouth' is a preference when hiring workers because they bring their clientele with them, which is very important for the hairdressing industry. I was wondering, what's your opinion on that?
Respondent 2	That the workers bring clientele?
Interviewer	Yes
Respondent 2	Uhm...are you sure you understood her correctly? Because I don't know...oh. I

	hear you. If you refer to workers I always think of assistant staff, but she is talking about hairdressers as well?
Interviewer	Yes.
Respondent 2	Oh sorry, ya. There is a big difference between just the worker and the qualified.
Interviewer	Okay.
Respondent 2	So if you say workers then I think of assistant staff. So yes, definitely. So for example, like Sam, I hired Sam and she was working in Claremont and the reason why I also hired her is because she had already built up a good clientele. So it is a much better power tool when you have got a bit of clientele that will follow you than somebody you take from Durban and you have got no clients. So it is definitely.
Interviewer	So the clients are not necessarily willing to come out here?
Respondent 2	Yes, that's right...or even hire somebody from Bellville or whatever. No, that definitely makes a difference. She is quite right.
Interviewer	And then she was also speaking about the personal nature of the business...
Respondent 2	Yes.
Interviewer	...and the fact that you need people around engaging...
Respondent 2	Yes. And you also need people who sort of in a way...[long pause] in a way are similar to you. Not necessarily in a kind of religious belief but people who, and I am not saying it can't work any other way, but for example, if you had a man working here, it would be a whole mixture of things especially if he was now maybe gay. It would be a whole lot of different combinations. I am not saying it can't work, but I on purpose employed only women. It is apparently against the law, but I think our combination it is easier to deal with the women.
Interviewer	You sort of mentioned this, but if you could go into it a bit more, why word of mouth and not newspapers and not agencies?
Respondent 2	I think with word of mouth is that you have a little bit more of a, people feel a little more connected and a little more responsibility. Like, Jalaypa, when I asked her about Sabia, she knew me, she sort of knew what my salon was like and she had worked with me. She already, sort of almost did the interview for me because she knew who would have fitted. And if you have some complete stranger walking in off the streets and you don't know any of their background, whereas Jalaypa and Sabia, they grew up together in the same path so they knew each other and she knew her children and so that's how...and if there is any problem I will say, 'Jalaypa', you know, and she will go and speak to her mom and say she is not turning up to work, so there is more like a sense of a community. That you also feel that they are taking on a little more responsibility than hiring some sort of stranger. So even things like, say for example, say she started stealing or something and I would say, 'how could you recommend this girl to me, she stole' or something and then it would be her good name. And so then she would in fact make sure she finds somebody that she could trust, so it is a whole thing of accountability.
Interviewer	And is it important to you that your workers do stay on for a long time?
Respondent 2	That is very important to me. I mean, sometimes personal circumstances, people get married and move to Port Elizabeth (PE) or something, but I have had employees that have left because of personal reasons because their husbands have been transferred and so on, but they have always left on a good account. They have never ever, you know, I have never, thank God, had to fire anybody or have some arbitration hearing going on. I think I am just lucky.

Interviewer	So why is it important though to have workers stay on for so long?
Respondent	<p>Well I think it is, you know, you become like a family. You know, my clients, my staff are like a family. I know all their worries, not all their worries, but when times are tough we look after one another. Like on Easter Saturday, it is a general public holiday and Muslims are not suppose to work on a Easter Saturday, but if we are busy my staff will come in and we will work. And I expect that in a way from them because there have been many times when they say, 'I have got to go to my kids concert', or 'he has broken his leg and is in hospital and I have to fetch him', and, 'I need to take some time off', so it is a give and take. So definitely, it is like, 'you scratch my back; I'll scratch your back'. So it is a give and take, and definitely, so I have always said I don't rule as the 'big boss', I am definitely approachable. You can always, always come and speak to me and even to my staff, I mean I have my staff as many as twenty years, I have never sworn at them, I have never been disrespectful in any way. We don't speak disrespectfully to one another or about one another. It is not that we don't have our little tiffs, but everything we say, we say in the nicest possible way and then we get over it. I don't have time for drama queens. So if you have an issue you can speak about it and when it's done, it's over, it's finished, and you don't can't carry on and 'oh', whatever. So it is important that I address the issues that we have, I do quite well and I think my staff feels secure. It's a little like bringing up children that don't like each other [laughter], it's like being a mother. It's like keeping the balance, now they are having a little fight and how do you react to that and you have to almost secure them that they can come and speak to you, but you are also not there for the petty stuff. I always say to them, 'you know what, don't involve me in the little petty stuff, like you took my this...or you came late , try to deal with it yourself but if there is a problem you can always count on me. I will always rule, but I am also a ruler. I am not a wishy, washy person this is my way and this is how we do things here and I have very clear rules about etiquette and standards. And so I don't pussy foot around my staff. If I want things done this way, I want it done this way but I don't ever use fowl language or, you know, I say it like it is. It's the way I am.</p>
Interviewer	I know some of this might be a bit repetitive, but what kind of worker have you been able to attract with word of mouth?
Respondent 2	<p>In fact all my staff. I don't have one person that I have not attracted through word of mouth. So, as I said, in the past when I have looked for somebody that responds to an ad it is appalling, it was absolutely appalling. Ya, that's why I rather go, and it costs a lot of money and people don't even really know how to even respond to a simple ad for an interview. And they come here and they don't know, you know I don't need a beautiful, printed out, computer CV of four pages long. You know what, if you come for an interview at least wash your hair and make sure you have got proper nail polish on, half eaten nails or smelling of smoke. These are basic things, basic, basic things.</p>
Interviewer	And then, how successful would you say this method has been?
Respondent	<p>No, I haven't got anything to compare it with, but I just thought about it the other day and you are probably asking me about this because all my decisions are based on complete gut feeling. You know, why did I buy this Salon? When I opened up my other Salon when I was twenty-six years old. Now why would somebody do that and others are fifty and never open a business. And the quick answer is really it is got to do with me, it has got all to do with gut. It makes no rhyme or reason, I can't tell you, I haven't done my figures, I haven't</p>

	<p>worked out how much...I haven't sat here and worked out how much people walk past everyday or how much turnover I will make. It either feels right or it doesn't. And it has a lot to do with that, why are some people brave and others aren't in the decisions they make. All of those kind of things I have just done by gut. But when I hired the other shop, to give you an example, I was next door for twenty years, the shop with the coffee shop and when I went to my landlord, he was the same landlord for both shops, I said, 'you know what I would really like to move into this shop' and he talked me out of it. He said, 'no, you have got such a good business going there, it is going to be much more there, don't do this, this is a time of economic crisis, don't do it. Rather stay where you are, do well there, don't fix what isn't broken'. And I just couldn't put it away. I would come here and sit in this building and stare at the ceiling and think I could put a chandelier there and I could decorate it this way, it wouldn't go away and then I spoke to my husband about it and he said, 'no, I don't think you are ready now...why stress yourself up with more money, don't do it'. And I just couldn't, it was like a nagging feeling and then I did it. This is going to be successful, I hope so, and we are going to work hard at this. I am sure it will be fine. It makes no real sense, why should one do that?</p>
Interviewer	And how long have you been in this spot now?
Respondent 2	<p>In this spot. About two months. Early, early days. But, I mean, I did not do it completely glued-eyed. All my clients that had been there would have obviously moved with me, I haven't lost any of the clients because we haven't even, we basically just moved up one shop. So it is not like we moved another suburb, so that already was quite a secure feeling and ya, I knew with my staff, I could cut it with my staff. I said, 'this is what we are going to have to do, we are going to have to work harder, we are going to have to stay over longer, I might have to have you work on a Monday and take another day off, obviously all of them in consultation'. And I have taken them here and said, 'what do you feel? How do you feel about this?, do you think it is a good idea? And so on and so on'. Shereen, in here nature, she is very cautious. She wasn't so sure, Sabia said, go for it', Sam wasn't asked...she wasn't there and Lynette also thought it was a good idea. So in a way, you know, we spoke about it.</p>
Interviewer	And just with the training, you said you have trained a lot of your workers...
Respondent 2	Yes.
Interviewer	...Can you tell me how that training works?
Respondent 2	<p>Okay. The training, it is quite difficult because there is only one sort of way, that there is a universal way that you apply colour and the way that you do highlights and cutting and that sort of thing. Although Sadia, for example, initially and even Shereen were initially were employed as a particular...like Shereen was employed like a receptionist [and now] she does quite a lot of hair, so I realized she has got quite a lot of talent and although she is not qualified, in the sense that she is a qualified hairdresser, I completely back her up and trust her and over the years she has been in this industry for thirty years. She blow dries as nicely if not nicer than any qualified hairdresser. So I give her the opportunity to do that, and so I will actually go drill with her, like all washed away because she often does hair and I encourage it because I think to myself, 'you know, there is a talent there, she didn't not have the opportunity to study thirty years ago to study hairdressing because maybe of her colour, there were hardly any coloured hairdressers thirty-five years ago. But I am giving her this opportunity now and although she is employed as a receptionist she has got this opportunity to work and earn extra money by</p>

	<p>giving blow dries, highlights and so on. I don't know by law if that's against the law but I am willing to pay, you know what I can guarantee that you will get a very good job if Shereen does your hair. So I see their talent and I see what they are good with. Like Sadia is very good at massaging, so I sent her on a massage course, so she actually then does Indian head massage, she has got a talent for it...she really has a knack for it. And if I, the other day I decided, I can't find a nail lady, maybe I should send Sadia to become a nail technician because she would also be good at that. But then I would have to fill another gap for somebody else because then I would lose her as an assistant. So just give them the opportunity to grow and to see what their potential is. It is pretty much like that, like living children.</p>
Interviewer	<p>I was just wondering, the women you have, did they know each other before?</p>
Respondent 2	<p>No, no, they did not know each other. They did not know each other. Sometimes Sam will come along and now we have been working together for twenty years and now all of a sudden, Sam, who comes from a whole different Salon, a whole different school of thought and so on. And we are all so in tuned with one another and now we have got this new person and so the way I approached it, I took us out for lunch and I said, 'look, you know what, we are going to not have to sweat the small stuff'. And Sam does things, you know, like she will for example...to give you an example...she is untidy in applying colour and then the colour falls on the floor and then she takes the towel and then she wipes it, and if it's my turn...Oh, God I feel lucky for this, no space for that, you know, they are all so hyped now and I get into trouble all the time. I cut this way and that way. You must look at my kitchen, it is the state of the art and here Sam comes along and she is cutting all over and they get upset and then I have to smooth things and say, 'you know what, it is a small thing, let her just'. Because you don't want to crush their spirits too, you don't want to have some new person come into your shop and then you bombard them with rules. You know, let's cut her a bit of slack and then if it is really a problem we will speak about it and say, 'you know what, you are actually going to have to put the cups here and the lids there'. But you know, in the big picture, is it really a train smash? I am just using that as a little example, but, you know, she has been here for a month and she is getting to know us and we are getting to know her. So, you know, again it is a bit of give and take.</p>
Interviewer	<p>Uhm...is there anything else you would like to say about your recruitment strategy, maybe that I have not asked or...</p>
Respondent 2	<p>I think the most important thing is, in my particular case, is that you have to, you have to know the rules. In other words don't, and I am great believer of that, you don't get people...say for example in my business, if I see things that aren't right and they irk me, then I will speak out. I will say no. And another big thing I have learnt, and I have also been in this game for many years, so I have made lots of mistakes and I have learnt as I have gotten older...like if I have a problem with something somebody has done, I don't need to tell her in front of others. It is a big thing that I have learnt, and you know what, you don't want to lose face in front of other people, so that is one big thing I have learnt over the years. If it involves all of us we will speak openly about it and to just learn to perfect the way we speak to one another. We don't get emotional, it's not like...like Shereen is very emotional, she also comes out of a very, very strict household. She was brought up with many siblings and her father is very, very militant. For a long time she could not admit guilt, 'who did this colour', and you know it was her and she would always say, 'it is not me', and for many</p>

	<p>years she had big problems with admitting guilt and for many years I didn't realize why she was like that because she would often lie about things and one day I sort of realized that that had crept up. And now, often I also say that it is totally okay to make mistakes. It really, really is okay, I just say to my staff, 'own it'. Own the mistakes, say 'you know what, sorry I just did that', because I say that. I tell my staff all the time, 'oh you know what, actually that colour was too dark', so that they realize it is absolutely okay to make mistakes. Its how do you handle it and how do you fix it [emphasis]. So all these things I have just learnt how to, it's a little bit like trial and error. You see what works with what combination and also to take everybody's little quirks. Like I like quiet time and that and when I say something to her and I say, 'Sammy don't do this please', she does not take it the wrong way. It is not like, 'oh my God she doesn't like me' or 'I must find another job'. It isn't like she reads things into it. I think as the boss you have to, you do have to know what you stand for in your business and I have a successful business because I feel that my staff and my clients feel secure and we don't back away from responsibility. If there is a problem we need to deal with, we deal with the problem. I take full responsibility if something goes wrong and they know I will back them up. I will be right behind them because they are my responsibility. That's how I run my Salon and that's how I run my children [laughter]. My husband does not abide to all of that [laughing], you know.</p>
Interviewer	Thank you.
Respondent 2	So I hope that helped you.
Interviewer	Yes, I will transcribe this and I will show my lecturer, if there are any other questions can...
Respondent 2	You can always ask me, you can phone me and so on and you can also pop in and interview my staff if you like. Ask them, how do they feel.
	1: 07: 27

Appendix H

Aska Properties

Aska Properties

Date and location of interview	Tuesday, 16 th of August 2011
Company	Aska Properties
Company location	Newlands
Interviewer	Anya van Wyk
Interviewee	Basil Gloynn
Transcriber	Anya van Wyk
Address	Aska House Newlands on Main 2nd Floor Main Road Newlands 7700
Contact details	Tel: +27 21 683 0606 Email: info@aska.co.za
Storyline	<p>Aska Properties is a land development company. They have one office in Tableview and another in Newlands. They develop the west coast, which is Milnerton, Tableview, through to Blouberg Strand and Parklands. The land encompasses residential categories so Aska Properties has to develop the land for hospitals, shopping centres, clinics, malls, main roads and bus rapid transport systems. They also do the township layout and the planning. The staff members are a core of fifteen people, made up of project managers, a tea ladie, deliverers, 3 office administrative staff (secretary, PA) and 3 sales consultants. Due to the fact that they have extensive landholdings, Aska has to have the land cleared for development, so they have labourers who cut bushes from the land remove weeds. They also erect the signage and if there is an office on-site they will erect the office and make sure everyone gets water. They do all the handy work. They outsource town planners, land surveyors, civil engineers, mechanical engineers and electrical engineers. They have to liaise extensively with the city on every sphere from their town planner to their civil engineer and politicians. Once they land is developed, they then sell the land to developers.</p> <p>When recruiting the owner says that word-of-mouth works best for both unskilled to skilled staff. When looking for good contractors or skilled staff, the people in the land development and construction industry know each other and word will be put out. The same applies to labourers. If they are looking for more labourers word will be passed onto family members or friends. The owner of Aska Property says that the ethos of the company is important and that skills are not the only considerations. He wants people he can trust. He says if he wants to be able to leave his cellphone on his desk and does not want to have to lock anything away. He says that they are a small unit and have been together for a long time and anyone that they recruit has to fit in with the culture of the business. He says, Andrew is leaving but they get along very well. He knows Andrews wife and children and when they recruit somebody, they want somebody like Andrew, somebody who Andrew knows or someone who Andrew is related to. A low turnover is important to the company and they incentivise people for staying in the company.</p>

	They have a marketing manager who has a degree, an unqualified account, the accounts wife works as the secretary and she also does bookkeeping. Andrew is a civil engineer. Gordon works in sales. The PA to Gordon has no formal qualification. The manual labourers have no qualifications. The PA was recruited through word-of-mouth. A lot of the staff live in Tableview, while others live in Edgemead and Tokia. The three manual labourers live in the townships and one lives in Mitchells Plain. The owners says recruiting someone from Stellenbosch would be out of the question because they live too far out.
Verbatim transcription:	Aska Properties
Interviewer	
Respondent	You want to know what we do?
Interviewer	Yes.
Respondent	<p>We are property developers but we are property developers in the sense that we develop the land. We do not build buildings. We develop the land and we have access to land holdings. We now do the township layout. You talking big townships. We do essentially those townships on the West Coast, which is Milnerton, Tableview, through to Blouberg Strand and especially Parklands. Parklands currently is about six thousand families and there is room for another ten thousand families to go. So you are talking very big. You are talking land that encompasses residential of all categories and you are talking land that encompasses everything that goes with that many people because you are talking hospitals, shopping centres, clinics, malls, main roads, bus rapid transport systems. So it is a big picture, it is a big deal. We aren't builders of two to six hours. We essentially do the land. We do the township layout and all the planning together with our consultants. We then put inroads in services and then we sell off the land. Either plot by plot to Mr. And Mrs. Jones who get an architect and builder and build a house or Mr. Smith who is a property developer and wants twenty plots or to Protglo who want to build a shopping centre or a hospital or whatever. It is essentially what we do. We do that with a core, we are probably about fifteen people, of essentially project managers, but that which we do from conceptual stage to actually Mrs. Jones moving into her new kitchen or whatever or whatever she does, her new office or whatever, requires a lot of skills. Skills which we essentially outsource. Skills including town planners, land surveyors, civil engineers, mechanical engineers, electrical engineers and so on. And they in turn employ other skills; the civil engineer will employ the roads contractor and so on. And throughout all of this, because we form a fair size slice of the urban environment, there is lots of liaising with the city on every sphere from their town planning to their civil engineering and road to the politicians to whatever, it is a big interface. So the core of fifteen people, of who we are interface, with a lot of people to put the end product in place on the ground, but mostly outsourced.</p>
Interviewer	So the fifteen consultants, they are experts?
Respondent	We are not fifteen consultants, we are first of all, let's take out from the fifteen, two, three, four, five, six, six from the lady who makes tea, to the guys who put up signs for us, and all the unskilled, semi-skilled office and site type labour, the guy who delivers the plans and has the plans copied and does the messages, that sort of guy. Are you sure you don't want tea?
Interviewer	I am fine thank you.
Respondent	Anyway, and then we have got three sales consultants because we sell of the product at the end of the day, and then six or something, and then we have got one, two, three, office secretarial type, everybody does a lot of different things I

	suppose, Personal Assistant (PA)/Admin people, all those, not all ladies...guys and girls do that sort of thing and the accounts as well within that package. There are four guys who do the project management, comprising of looking after finance, looking after sales and marketing and looking after...now down to me, what do I do? [Laughter]. Not the physical project management, the coordination and liaison with all these consultants, the city and politicians and...that's my job, I suppose.
Interviewer	And how long has this business...
Respondent	Been going?
Interviewer	Yes.
Respondent	Well the business evolved over years. I think the business probably started at about 1972 as by ASKA as an acronym Abrahamson, and Saraph, Kalnim and Abrahamson, as it happens, and they were varsity students they were doing building science and quantity surveying and got together doing small jobs like putting in a window or taking out a door or redoing a bathroom or whatever to get the expertise and also earn some money, to get the experience rather and earn some money. It then grew and grew and they became house builders, it then grew and grew and became developers of houses, they'd acquire three plots or six plots and build houses on them and sell them. It grew and grew and then they acquired land, and developed land as well and then in 1987 is when the current shareholders bought out the original, the last two of the original shareholders because of the Abrahams and Saraph, Kalnim and Abrahamson, we were left with Saraph and one of the Abrahamsons. We retained one of them and three of us applied as marketing ...and me. We bought out the other guys in 1987, which is now, three, twenty-four, twenty-five years ago. So the company has been going since the early 70's and in its present format, not entirely in its present format, because when we first bought out we were still quite heavily into building and then we faded out of building probably twenty years ago.
Interviewer	Building as in construction?
Respondent	Construction, ya. And faded more into what we are doing now. Let me rephrase that. We used to have a building, contracting style. We had cement mixers, bukkies and trucks and foreman and bricklayers...
Interviewer	Okay.
Respondent	...and then , within, let's say in the 90's, we then said, 'this is not a good idea', not at least because of trade unions, pay packets, problems with people and it just became a nightmare. And more especially it was a physical restraint on what we could cope with. We could only do as many hours and things as our foreman, plumbers, and bricklayers could cope with...
Interviewer	Ya.
Respondent	...and we wanted to do a lot more. [So we said], 'let's shift that out'. So what we then needed to do was develop land and the buildings on top, but then we would employ a building contractor and the cement mixer and the plumber and the foreman was his problem. [There was also another problem], every Monday morning Mrs. Jones would call me and tell me her roof was leaking or 'what's this' and 'what's that', there is also staff to deal with that, and now if Mrs. Jones does not like the plot she bought she must thank the good lord that he made it. Life's not less stressful, there are just different stresses. That in a nutshell is what we do. So we are largely focussed on project management. We are not a big staff, we have been together for a hugely long time together, and I mean it, probably the average length of duration is probably ten plus years and a lot of us have been here forever. Some of us like me; it's about time to retire which I am threatening to do [laughter]. Okay, which is a long way to answer how we go about

	procurement. The quick answer is, not often, as you can see. And secondly, it depends on the category that we require. If it is the labourer, we can put the word out we require somebody, if it is a tea lady, you go the secretaries or the PA, you go via the head hunters, what do you call them?
Interviewer	The recruitment agency.
Respondent	The recruitment agency, ya. And the same applies to anyone doing administration and the same applies actually to any skilled personnel that we require. In sales, or engineering.
Interviewer	That also goes through a recruitment...
Respondent	Its recruitment agencies, ya. Uhm...having said that too, word of mouth works best. We know whose...we have been in the industry a long time. We know most, a lot of the people and loyal people know us and I suppose if we need somebody we can source some of those skills, but we go through recruitment agencies.
Interviewer	When you say you 'put the word out' who do you put it out to?
Respondent	Well it's just, 'Andrew's leaving, do you know of anybody Andrew'? And then we will put the word out to the nearest developers or contractors and so on and they'll have a vacancy, 'is there anybody that you know of that's looking for to do what we want them to do'?
Interviewer	And what does Andrew do?
Respondent	Andrew is my TOC, he does the work, Andrew. He is a construction manager, he is a construction surveyor and he is the liaison between this office and especially the engineering, electrical, mechanical people onsite, the contractors, the consultants, he does the work.
Interviewer	So he is looking for people for you?
Respondent	[Pause] The quick answer is no. Uhm...he deals first of all with the consultants, the civil engineer. We find those guys, I find those guys, but having said that, the consultants who we use we have been using for the past twenty years. It is essentially an extended family, is how we operate together and the other guys we use until they prove themselves to be the bad guys, they are good guys, they have been good guys and then we stay with them or they stay with us and we come to an understanding and we know each other. And then when, we require the physical roads contractor it goes out to the tender and, not necessarily the lowest, but the best tender would win it and ya, that's Andrew's job. Andrew would liaise with the consultant and then in turn with the contractor and at the end of the day would go to site meetings, see what they are doing on site, see what problems they are having and then resolve it. Not if they are doing the job properly, if they are not doing the job properly he will tell them and so on.
Interviewer	With the labourers, can you tell me exactly what they do?
Respondent	Not a lot [laughing] because we are not a construction company as such. But that is not to down play their role. They are a vital part of the thing and they do work every day. We have extensive landholdings which require bush cutting. A lot of the land is covered in Port Jackson so we then get a bush cutter, a professional bush cutter with a big tractor and he hacks through the bush. And then we start building and sell off and so on, but the Port Jackson starts re-growing and you have to weed it out of the road, out of the sidewalk, on the plot and our guys would do that, they would clean that out. They would assist in erecting signage, small signage. Sale boards, direction boards and so on. The big signs, the bill boards, that's run by professional companies. If we have an office, a sales office on the site, they will assist in erecting that and getting water to everyone and drain from it. Just general handyman.
Interviewer	Okay.

Interviewer	And so you said if you are looking for new labourers, word of mouth?
Respondent	No, well that is actually how it would work, but because they know of somebody or everyone has extended families. The tea lady would have a brother coming down from Zimbabwe or from Mpumalanga or Linstin crossroads or whatever, that's how it tends to work out. But otherwise you go through a labour broker.
Interviewer	Why do you find that, you said you do use word of mouth quite often, why is that?
Respondent	Because we, when we use the word extended family I meant it in the best possible sense...
Interviewer	Yes.
Respondent	...we don't have any closed doors, we are open policy. My name is Junior, my nickname is Junior, and everybody calls me Junior. The labourer calls me Junior, the tea lady call me Junior, my wife calls me Junior, my secretary calls me, I don't have a secretary, the receptionist calls me Junior, that's my name and her name is Stella...the tea lady. It is not only the skill that they bring to the party. They must be compatible with that ethos. Nothing is locked away [referring to desk], my cell phone is left here, [and] I don't want to have to lock anything away. I want somebody that I can trust. We don't have, everyone in this office knows everything about the business. Obviously there are exceptions and we are not one hundred people, you don't get lost in one hundred people. Within this we have two offices, one is in Tableview [or Table View] and one is here [in Newlands]. Tableview office of the fifteen people four people are there and the other eleven, there aren't eleven, with the labourers who float around and what not. That is a misnomer, it sounds a bit crass, the word labourers, but they do the more physical labour, the unskilled labour. They have got their own bukkie and drive around all day [laugh]. Anyway, we are a very small little unit and we have been together for a long time so we need somebody who is compatible with us. You are not going to get lost in here, you are not going to hide off and you are not going to do your own thing quietly in the corner, there are no corners here. So if Andrew, for example, he is a great guy, I like him very much, I know his wife, I know his kids, I know lots of things about him, he knows who I am so, we want someone like Andrew again. So we want someone like Andrew or someone related to him to work in our space. It is not without its issues or without its faults and it certainly does not come with a guarantee that who we think is going to be good is good...
Interviewer	Yes.
Interviewer	You say that everyone in the business knows about the business, how important is that?
Respondent	To me?
Interviewer	Yes
Respondent	I think very, the quick answer is very. Uhm...and why, If I put it this way, let's not say everybody, obviously within reason, Moses isn't here all the time, 'no no, no, no, I know a hell of a lot about the business'. They are never here, so not involved. But everyone who is vaguely involved in a facet of the business knows that facet of the business and what everybody does. We are great believers in giving the people responsibility, but if things go wrong, guess what? It is your fault pal, but equally coupled with that, they have their authority. So they have the authority to ensure it does not go wrong, they have the authority to instruct and so on. Typically for example, Andrew takes a decision about something and it goes wrong then he answers to me, but I will back his decision. I won't go behind, to a contractor and say Andrew is a popool and does not know what he is talking about, that is between me and him. And he has the authority to make [decisions] and if he can't exercise his authority properly, nothing comes with a guarantee, unless he has an

	<p>understanding of what it is about. So we are very happy. We have just come from a so called sales meeting, but it is generally a meeting of anything and everything that has happened. Doesn't matter if you are putting in a new system on the computer, it has nothing to do with sales or we have got a new tenant, because we own this building, we have got a new tenant next door, 'what's happening, who is she, what do they do and so on'. It pays dividence if everyone knows. There are personal issues, which is your issue, there are company things which is only for shareholders, I suppose, not much as it happens but I am sure there is some. Uhm...but by and large it works for us and everyone knows as much as possible and everyone knows what the decisions [are], such as that when they are on their own and representing the company and acting on behalf of the company, they know how the company feels and does and how the company would generally react in that situation.</p>
Interviewer	Have they acquired that knowledge over time or are there processes?
Respondent	Uhm...the quick answer again, is yes, over time. But I suggest, probably, that a fair amount comes from the person who they are...
Interviewer	Yes.
Respondent	<p>...that comes back to who selects our people well. You need to know who they are, what they are, what their ethos is. We don't dabble in any corruption. There are lots of offers. We don't dabble in any skulduggery, conniving, we are not perfect, but generally speaking, there is an ethos...you don't do that [emphasis]. And they must be like that and they must build the trust that they will issue the same. So similarly, if Andrew is faced with a scenario where he can make a quick buck here or do something there or whatever or turn a blind eye or something, Andrew is not going to do it because that he knows is the ethos of the company. So, I suggest, that not only does he know that that is the ethos of the company, but he is that sort of a guy. He is a straight up and down, honest guy. So yes, a lot of you get from experience, but if you start with the wrong mix upfront, the recipe is wrong upfront, he will do his conniving and backhanding, that kind of thing. Probably.</p>
Interviewer	So do the fifteen people in your company know the ethos? If they were to recommend somebody, they would recommend somebody in line with that?
Respondent	Yes. And it does not come with a guarantee. You think you know people, sometimes you don't, but they would do their damn best to...that has how it has been. We don't change staff a lot, as I said, but over the years that is how it has been. We have got people that are straight up. That is just one of the facets. It is not the be all and end all.
Interviewer	If you could give me an example of a case where somebody did use word of mouth...recommend. Who did they recommend?
Respondent	<p>Maybe that is not all together true, 'who did they recommend'. It is more an issue of; we will go to a consultant, a broker, a labour broker, who will send somebody. Now we have, Cape Town is a very small town, we are in an industry that is not very big, in a town that actually is not very big in the scale of things. So everybody ultimately knows everybody within the industry, depending on the level, if he has just qualified you don't know that much about him. [Tea being served]. So look, Andrew may well know of somebody that is looking for a job at the time but the more probability is that the labour broker will recommend, Peter or Simon. The broker will give you his story. The broker will know who he works for, no he works for Wallace Civil Engineering, civil contractors or somebody, 'what's he like', so on and so on and in that sense recommendation comes through, not just from Andrews say because Andrew will know something of the guy or know somebody that knows him, that's more in that sense maybe a personal recommendation. So</p>

	not in the person, but the industry at large.
Interviewer	And then, with the recruitment agencies, how well does that generally work for you?
Respondent	<p>It works generally well. You don't always believe everything you see on the paper, in paper. Not at least because nowadays you can't say too much that's bad about people. Even if they stole from you, you are not allowed to tell them, you are not allowed to put that in writing and so on. If they don't work very hard and come back two hours late from lunch you can't put that in writing as well. So you can't believe a hell of a lot of what you see in writing and similarly, you don't necessarily believe everything you hear. You get a good feel for the person, very quickly I suppose, and hence that person [inaudible]. And because of the industry we in and within the time that we in, we can do it. If I worked for Barlow Group or something and some oke comes across in spaceships, you can get a story about this fellow, but more of the decision making level that we are requiring people knowing who they are and people who know something about them. Still does not come with a guarantee. You have to be able to hedge your bets. So labour brokers are good, but they will bring people to the interview party, but for me, I try to put a number to it, that is maybe thirty percent of the whole and seventy percent is your rapport with the person. Women can do perfect, but they must also put up with our nonsense, you know what I mean, but that also makes a special person sometimes. But it must be a compatibility thing, a two way thing. Not that we are perfect and they must be perfect and if they are not perfect they are out of here because I know we have got fault, inevitably. My wife tells me that sometimes [laughter]. So ya, that sort of thing, but I reckon these have got [to be the things], personal rapport and what is his story in the industry.</p>
Interviewer	And with newspapers? Do you use that?
Respondent	<p>Oh, we have. Uhm...I think that has fallen by the by, we don't really use it anymore. We sometimes have to, but in a political context, as I said, we are pretty honest and straight up and down but we are not perfect maybe this is an issue, but we are not perfect. It is immoral and totally incorrect for me to approach you, working for somebody else, and say, 'don't you want to come work for me'? It is quite okay if I put an advertisement (ad) in the paper and you apply to me for the job. Again, small town, small industry and people don't want you to steal their staff. So I could not go to Andrew who is working for Berg and Wallace and say Andrew 'I could drop you' and so on. Berg and Wallace are going to get in the moor in about that, understandably as, as I would be in the moor in if Berg and Wallace came to Andrew and said, 'director'. Within reason, and so on. [I would say], 'really Andrew, this is a great opportunity Andrew, I would be a bit miffed and so on and upset, but I would replace him. 'Good luck Andrew, it was nice working with you'. If you put an ad in the paper it absolves that issue. Not to say, I am twisting it a bit...dishonest... but once you put an ad in the paper then the fact that Andrew or you applied for a job isn't because I went to you. Nudges the truth a bit. So, about the paper, so that is the one reason we may use the newspaper, but by and large the broker would also filter out some of, and maybe this is a complaint about brokers, some of the guys are just useless and wasting your time. If you put an ad in the paper go and see everybody that has written to you or responded to you, you spend a lot of time. They all filter some of the guys. In my humble opinion, in the limited, fairly limited dealings I have had with brokers, they don't filter them sufficiently. Not a big issue. Not a big deal.</p>
Interviewer	If I could just get a breakdown of the exact skill of your workers. So maybe if we could start with...well, wherever you want to start.

Respondent	Okay. I will start with me I suppose. I am a quantity surveyor by background from University of Cape Town (UCT). I have got an MBA from Stellenbosch both of which gave me a basic understanding the construction industry, first of all and business in general, secondly. So that's me. What else, at Christian Brothers College I played rugby, I played cricket [laughter].
Interviewer	And...
Respondent	Gordon. He is the finance man, he is a Chartered Accountant (CA), he is the accountant and the finance man. Tony is the marketing man, he does not have a university qualification but he has all sorts of courses and qualifications and good marketing. For example, the media, the ad placements, the signage, the advertising agency and the sales people, they answer directly to him, everybody answers directly to him. That's Tony, then you get the directors and then you get Kenny. Kenny is the accounting man, TIC to Gordon, I am not sure if Kenny has got a qualification. He has been with us since 1970, thereabouts. [Looking through papers] he does not have a formal qualification, but he is an accounting man, he is the bookkeeping, he is not the bookkeeper. Stephanie happens to be his wife, in the front; she is the bookkeeper I suppose.
Interviewer	She is the bookkeeper?
Respondent	She is the bookkeeper, Stephanie, ja. But Kenny collates all the books, he reports to Gordon gets all the stuff or whatever and Andrew is my TIC, engineering, civil engineering graduate. He has been in the industry for a long time. And Dave McCloud Elliot, he is TIC, I suppose, to Tony and he is the sales director. Whereas Tony is the marketing director and Dave is the sales director and he looks after the sales team, well two of them are a team now. It depends on the market. But the only place we have grown and shrunk and grown and shrunk is actually the sales guys. Then, going back to Kenny we have got accountants and Stephanie goes from reception and she keeps the books, so that is the accounting department. Marketing department is Tony, Dave, Mack and the sales guy on site. The more physical side, construction side, is myself and Andrew and then Gordon also looks after the administration of the sales, he is the finance, the administration of the sales and that is actually handled by Anna, who is Gordon's Personal Assistant (PA) and sales administrator. That is when you do these sales, it has got to go through the attorneys, you have got to count, photocopy and turnout the client and all that, Anna does all that, liaises when it comes to transfer, does all that, paper work related to the sale, that's what Anna does.
Interviewer	What would you say her skill level is?
Respondent	Uhm...she is a PA, I don't know. She types. She can type, that's when she started here. I don't think she has a formal qualification per se.
Interviewer	Matric?
Respondent	Yes, yes. Definitely matric. Stephanie is the same. She did not go to university, I don't think. Her daughters are doing well; the one is a doctor and the other one a lawyer. Anyway, that is Anna, who have I left out here. [Looking through papers] that is the office staff. Ya then we have got on the far side, Jenny, who is reception and assists the sales guys, making photocopies, making plans and so on...the office administrator ...you have got to give her a fancy title. And then we have got Stella who is filling in for Constance, Constance has had a baby and she is the tea lady and you have got Winston who just came in now, car filled with petrol, he is the messenger guy, photocopies, does all the photocopying for Anna, he copies plans, he delivers things. He won't have a formal qualification; I am not sure what he would get. He can read and write and everything else, that's him. Then you get Winston and Moses, the two labourer guys. Labourer is a bit of a demeaning thing;

	I can't think of a better word, what do we call it? Uhm...he is not a labourer; a labourer does exactly as he is told and they have got authority and responsibility, although not huge. They come fetch the bukkie and the water in the morning and off they go and they know what they have got to do and they get on with it. There is no overseer or a foreman over them, they get on with it. So not labourers in that sense, they do tend to do manual work, but not like a labourer on a building site. They know what to do and they get on with it. Who else have we got? I think that is about it. It is a whole bag of tricks, ya, I have covered everyone.
Interviewer	And then, the men who do the manual work, what are their skills?
Respondent	Skills or qualifications?
Interviewer	Yes.
Respondent	Again, they can read and write and they are intelligent, but there certainly would not be any tertiary education. It is possible, but I don't claim to know. Kenny would know whether they have matric, maybe not likely. They are from the Eastern Cape and ya, that's it.
Interviewer	And then maybe if we could go to, because I know a lot of them have been here for a while, how you recruited them?
Respondent	Tony answered an ad in the paper we are talking 83 in 1983, I remember. Gordon through a head-hunter, me and Ann, I was essentially recruited by an uncle who worked with the company at the time as one of the same personal contacts type thing. Kenny was before my time but it was probably also through an ad, Stephanie is his wife, so she came through by him. Andrew, head-hunter, Dave Mac is the sales director; Andrew is the contracts director just by the way. We have got three directors and three alternate directors. Andrew is contracts director, Dave sales director and Kenny is the accounts Director. Mac probably answered an ad, I remember him coming in, Anna would be through a head-hunter, Stella the same and Constance. Jen answered an ad in the paper. She came as a house sitter with a show house and Nathan, ad in the paper, he is the sales guy. Moses, Hamilton came through Wilton, Wilton has passed on. They are mates. Wilton came out the bush and we are building a house in Tableview and, 'I am looking for a job baas', great guy. He was with us for twenty-five/thirty years. Great guy. He was our store man afterwards and so on. Hamilton and Moses came through him. Ya He came out the bush, literally.
Interviewer	And he made a good impression?
Respondent	Yes. Very good impression. We took him on as a labourer then. But that was before my time, he was with the company longer than I was, but don't ever tell them that story. And ya, a great guy and got promoted and ran out building yard because we had been building houses and had a plumber and plough casters, cement mixer and bukkies and piles of stones and sand and timber and he was the man. Then we stopped that, in fact, we laid him off and he came in literally crying, shame man, and we rehired him [laughing] we had to find something for him to do because we stopped building, you know. There was nothing for him to do. Great guy, ya. Anyway has passed on, last year.
Interviewer	And then, I know we have touched on this, but the ethos of the company, if you could go a bit more into that.
Respondent	In the sense of what? We are property developers. We almost develop solely in Table View or Parklands. And Parklands, in a sense, has been very good for us, good to us financially and we have done well, thank you very much. But equally, Parklands, we like to believe we have been good for Parklands and Table View. Again, we are not perfect, we make mistakes, we try not to make mistakes and try simply not to repeat them. But we have generally been good for the area. We have

	<p>had a holistic approach in terms of the environment, although we don't like people all the time, we don't walk away. We have been there for twenty plus years and we will likely be there at least another twenty plus years. And if you develop or developers, let's use that as an example, and you build a house in Simonstown and you really want to screw it up and make a real shabby job of it and you going to get offers there and the next week you go to Gordon's Bay and make a shabby job of that. If we build in Parklands, we develop in Parklands, if we make a shabby job we can't go on our way [cynical laugh], we are there...that's where our land is. So, which assists, I suppose, us in the sense that we have to do, we have to be responsible in what we do, that we have to be answerable. I can't not pick up my telephone; we are always at the end of the telephone. We have a lot of issues, because we pick up the telephone, we are there. The roads are busy, the traffic is busy, there is crime in the area, none of it actually, I am sorry, is my responsibility but we answer the phones and they keep on phoning us telling us about it. We also run the issue of the greedy developer. It does not matter what you do, you are the greedy developer. You are there for a quick buck and sod everybody else and people want to believe it, same as what they want to believe about second-hand car salesman and insurance salesman, with good reason sometimes, but everyone gets painted with the same brush. So we actually have to bend over a little bit further to try and be the good guys, to try to be perceived as the good guys because perception is as vital as reality. Perception actually, so you have to perceive, be better than good to be perceived half-way good because we are developers, we are greedy, 'the greedy developers'. So our ethos to a degree has been spurred by the industry. That is where we develop, so we have to be the good guys. Good, not perfect. We are honest, we do try [emphasis] and we don't run away from the mistakes we make, if any, we can't. It is not done.</p>
Interviewer	Uhm... Why did you choose Parklands as the area?
Respondent	<p>Because...uhm...it is an area which offers available, affordable land for development as against, let's say, Plumstead or Constantia. There is no doubt about that. The alternatives are Stellenbosch and Brackenfell or Wetten or Ottery or somewhere like that. What we also like about it is that the land that's available for development is , as I suggest despite some not agreeing or like us to believe, is perfect for development, for the residential component. We are not chopping down wonderful trees, we are not cutting up eminently suitable agricultural land, nothing grows there, Port Jackson grows there and white sand grows, develops rather, there and it is not even good for grazing of cattle. You need hectares and hectares per cow; the sustenance of the natural vegetation is poor. So it is great development land. The people, unfortunately what the green people won't accept won't accept [is] when people make babies they need to go somewhere, that's it. You can stand on your head, but we won't get over it, that is how it is going to be. The only choice you have thereafter is where they are going to be. The choices are Brackenfell, Stellenbosch, Somersetwest, eminently rural agricultural area. Uhm...the Cape Flats has largely been developed but even that the aqua fortis has been an issue all come out way through Brackenfelt, which is not great agriculturally, it is acceptable and so on but it is not great. So that's probably who we are and that's why I feel good about being where we are where we are. Have you heard about wanting to chop down the oak trees in Constantia or whip up miles of vineyard...hacking through Port Jackson and some blue gums and so on, which is not to say there sometimes isn't conservation worthy and we have got, to give you an idea [using map to explain], the sea is over here, Blouberg Strand is over here, Table View prop is over there, Parklands, you see the N7 that goes</p>

	<p>through to Mamesbury and all these green things, that green comes right there...hectares and hectares, that is all the green space and this is fynbos, conservation strip, comes up here and then joins up the hill to behind Blouberg and...so we are probably getting here. This is the back, this is developed. You have the eco people go out and they check all the butterflies and chameleons and circle where we must keep that and so on and so on. The green people want all these hectares of land, but they don't have the budgets to look after it, so it then becomes Port Jackson again, it is open land, people squat, problems with the neighbours and so on. But ya, you can't not do it I suppose, so we do it. We have to do the right thing and we have to be seeing to be doing the right thing.</p>
Interviewer	So what are you developing at the moment?
Respondent	<p>We are developing [pause] a bit of a small city I suppose. Put it this way, by 2020 the development area, the Tableview and our neighbours Sunningdale, Gardens city rather, they are developing up here; Sunningdale and they are coming out here...this area here will have more people than the city of East London. So, having said that, you can understand, and East London is not a big place, but it is not a tiny dorp [town] but you need hospitals, you need schools, you need crèches, you need clinics, you need police stations, you need prisons. You need everything that goes with the city and the number of people that size and the transport route, so here we are. So the planning we do here is a holistic thing, it is everything. The BLT comes through, hospitals, schools; we have six schools in the area. To give you an idea, from there to there is about 10 kilometres, it is big, and we are talking, currently, twenty odd thousand people live here already. So, what are we doing? We are developing a place for people to live, work and play. Everything. You are also gone from the days where the city of Cape Town was the CBD and everyone caught the bus or train and got there late to work, the train did not work or whatever. You can't do that anymore. Now, you live here, you work here, and you play here. Everything that is required is here and will be here, industrial; the lilac area is industrial, you have got demeuin here and Frandale, which are squatter camps and informal housing. They just arrive here, which is not their fault, it is not the issue and they are here and they need somewhere to live. So we develop, not specifically for them, we have been doing the places of work, these are the offices up and down the main road here [directing on map]. This main road is not unlike the main road through Rondebosch and Newlands [Southern Suburbs], this is the industrial component [directing on map] and so, because it can feed on, it is a symbiotic relationship, you have got these poor people desperate for jobs, unskilled, probably will never get a skill most of them certainly, please God their children do or their grandchildren do, but the industry needs them. The construction industry needs them, so they can get work. That can't exist, either, without the people that do the work, it works well. We have got the office environment and so on and so on. So we build a Town/City. We work in very close collaboration with Garden Cities and with the other big developer in the area and the City based in Cape Town and especially the Blouberg, what they call themselves, the Blouberg office of the City...Blouberg Regional Office. So it is a big gedoente [grand task], big game we are playing here.</p>
Interviewer	So it is going to take about?
Respondent	<p>Oh, it will never stop. It just keeps going; it will stop when people stop making babies. You know when that's going to happen? Never. We will have to go somewhere and that's it. And what they say to the greedy developer hacking up the trees and the bushes and everything else, where are people going to go?</p>
Interviewer	And then areas like, let's say, Mitchells Plain and Khayelitsha, what about

	development?
Respondent	Why not go there?
Interviewer	Yes.
Respondent	Because I am happy here, is the quick answer. Just out of interest, there are a huge amount of issues there, thank you very much, I have got enough stress. I know you can buy stress. Traditionally Southern Suburbs being white, traditionally, Mitchells Plain and so on, not traditionally, as being Coloured and Athlone as being Coloured and so on. That's been the tradition and people tend to gravitate backwards and forwards to where they come from. If you are born in Fishhoek you are going to live in Fishhoek, that's how it works largely and 45% of this area is other than white, the apartments. It is one of the first new environments developed since, when did we start here, we have been in Tableview forever. We have done all of this [pointing to map]. All of this which is now not a colour was developed by us, it just does not have to be Parklands, this is a Parklands map, we built all this.
Interviewer	So you built this [pointing to map] and you still need to...
Respondent	Yes and we have now built that as well. This is TableView old and this is Parklands new [pointing to map] and we will continue to build. We have been here for a long time, but we started Parklands in 1997. Which is ten years after we first took the company, we learnt a lot about this stuff before that and so all that other stuff you can see here squared in there. Which coincided with the new era, 1994 and this, and we have purposively punted and marketed toward all race groups to make it a holistic [place]. You will see our ads have got both race groups in the pictures and so on, [but coloured]. And it has been very successful, it comes with issues, we always punted nowadays that we are not providing for the underprivileged, underprivileged probably means black and now we get punted, we get smacked, because we are providing housing for the blacks. 'have you seen the road, it's looks like Lagos', 'drug lords from Nigeria', and that sort of s*** but having said that, it actually works very well. 45% other than white, coloured and black. It is quite a, surprising for me, percentage of black... 15% at least, as in black as against versus coloured and Indian or otherwise. But very successful, it is a very successfully integrated living environment. More so, and then the socioeconomic strata tends to be, there are so many fabulous classifications, I work with the old ABC, probably B. Middle income, higher middle, down to lower middle and coming this way [referring to map] more affordable, that which is yellow, will swop it now; will be very affordable. This is gap housing [referring to map] which is the three and a half thousand rand or less subsidized housing.
Interviewer	You are going to develop that as well?
Respondent	Yes, to develop the land and then the people like communicate and other people that specialise in this, I don't pretend to know this market, we give them a big chunk of land, the city as well giving them land/selling them land...cheaply. It won't cost us, for free, let me rephrase that, non-profit. We are selling it to them for what it cost us, we put in the roads and things and they provide housing for the 'great unwashed', for the folk that can't otherwise afford. We then have the complete spectrum, almost, and we have got our squatter campers. Squatter camps up to very affluent, upmarket going toward Blouberg Strand, it is very expensive, to the lot more affordable which is the real broad mass to the very affordable.
Interviewer	So, is this whole region trying to create a city on its own?
Respondent	It is a city on its own. Everything a city would have, ya. It won't replace the CBD, the parliament; parliament is not going to move here and so on, there are things only the CBD can look after, but ya. It is not unlike, in many ways, Somerset West

	or Brackenfell, they are pretty much the same. People don't run into town anymore, people have been doing that for years and years anyway. In the 1950 and 60's that's what you did. All the businesses, you want an office job, you work in town; you don't work anywhere else. And then Bellville became developed and Mitchells Plain got their own town centre and we have got our own town centres as well.
Interviewer	Uhm...so you said that this land was affordable...
Respondent	Yes.
Interviewer	...and that was one of the reasons...
Respondent	Yes. Well, one of the big partners I have left out of the discussion so far, for no good reason, is that the land is owned by; almost all the land was... I will say was because a lot of it has been sold now, by the Milnerton estates. Which is the Prath family, they own the land, well most of the land up to where Garden City starts and Garden city owns that land [pointing to map] and we don't own the land, they own the land, but that is all they do, almost all they do. They own the land. They own the land, they are owners and we are the developers and we used to buy land from them to develop and they said, 'hang on a minute, why don't we do a joint venture, you provide the expertise to develop and we provide the land' and that is the association we have. So it is very affordable for us because we do not have to buy the land [laugh] in that sense, it is another the reason why I don't go off to Mitchells Plain or somewhere else, I don't know anyone that owns land there. But even for them, they have large chunks of land so they can, and this is a job lot thing, they sell off big pieces. If you are going to buy a hundred tins of coffee and get a good price for it, you sell per tin of coffee and you pay a premium, just the bulk, you go to Macro and buy things cheap...as they say...in bulk, so in that sense if there is a lot of land, so it is supply and demand. It is affordable land, it is not expensive. If I buy in Constantia or somewhere, it is damn expensive.
Interviewer	And are there any structural features that appeal to you when...
Respondent	Looking at here?
Interviewer	Yes.
Respondent	The structural features are, I repeat, are eminently suitable for us to build houses, the sub soil conditions and everything else lends itself to no big issues, no big problems, no heating clay or masses of water, flays, ponds or marshes, but then pertinently it has got the sea. Wide open spaces and the sea. It is very attractive to families and so on.
Interviewer	And, are there any other areas you would consider developing?
Respondent	We have developed in other areas. We have developments in Constantia on a limited scale, but no. Somerset West would be nice, I would sort of be happy to go to or the Brackenfell access, up there, the other development access that is happening. We do job lots, we don't do three houses, this is what we are good at. We know what we are good at, we know what we are not good at [and] we do not pretend to know, we don't pretend to know affordable housing. That's why we bring in the experts; they know how to do it. People provide the land for them, they tell you how they would like you to prepare the land for them and where the roads should be and how much power source comes from Eskom because Eskom deals with big things for big power sub stations, power stations from Eskom are all part of this whole interface that we do. But I am dying to know this, well I will speak to them, same as if we develop anything along here we need petrol service stations, as an example, but we need service stations. So they call in Shell, they call in Treck, they call in Mobile and so on and so on and they say, 'guys, we have got a road, it is ten kilometres long where do you see the service station should

	be? And how big must the plot be? And how is the orientation? What is the configuration? What access points should there be? And they will tell us what they think and I will speak to Mobile and they will tell us a similar story, pull them all together and say, 'okay, that's marked for a service station [point to map], that's marked for a service station [point to next point on map] and that's all the service stations. So you do the same with people, you do the same with all the facilities, but it is big game we play. We are not dealing with three houses, nothing like this in Constantia or Plumstead or Seapoint, so where do I go? You have got to get that access, development access unless I want to learn again, something else, guess what...I don't.
Interviewer	And then, back to your labour force, where do most of them live?
Respondent	Uhm...probably most of them live in Tableview, Milnerton, Tableview...that area. Because that's where we always used to be...
Interviewer	Your offices?
Respondent	... including myself and Tony used to live there. But now...we used to be in Montague Gardens when we had the construction and everything else and then we moved our head office to here because Tony, Gordon and I moved here, that's why we moved here...
Interviewer	Okay...
Respondent	...another good reason. We have got the sales office in Tableview, so the sales office guys, as it happens, Andrew lives in Parklands. Andrew, Nathan and Dave live in Parklands, Anna lives in Edgemoor, Tony, Gordon and I live in Constantia. Kenny and Steph live in Tokia. Hamilton and Moses live in the crossroads, Wilson lives in Mitchells Plain. I don't know where the rest of them live, to be honest. I actually don't know where Constance lives, she also lives there somewhere. So it is split, with the predominance being West Coast, Milnerton, Parklands and so on.
Interviewer	And is that because?
Respondent	More for me historic reasons because that is something else when we select the staff, a matter of interest. I would be very loathed to employ someone to work in this office here is Newlands who lived in Stellenbosch. If I had a choice, I would rather someone who lived in Plumstead or Mitchells Plain or Athlone or Seapoint or whatever or Rondebosch. There are always issues, then it's the bus, then its transport, there are always issues...get someone who lives close by. That's one of the reasons...and so our offices used to be in Montague Gardens, guess where the people came from...the areas around Montague Gardens. Because by preference that's what we take, we have two equal applicants, I will take someone close by.
Interviewer	What are the reasons behind?
Respondent	Behind what?
Interviewer	Choosing people who are...
Respondent	Choosing people who live close by?
Interviewer	Yes.
Respondent	It is easier to get home. They need to come in, they need to see the kids, the kids have a problem at school, the kids are sick, the bus is late, the train broke down, they stole the copper cables...or whatever. You don't need that. Don't look to limit your areas of exposure; it does not matter if it is your staff or your day-to-day business of digging holes in the ground. I don't have a problem with people living in Stellenbosch, don't get me wrong, it is a fabulous place and I would love to live there myself in some respects, but, there will be issues so I don't do it. Don't choose it, my philosophy. You have to hedge your bets and you can avoid problems, that's how it works.
Interviewer	And then, how do your workers get to work? Generally.

Respondent	Uhm...almost all, their own transport. The only exceptions are Hamilton and Moses and Stella, I suppose.
Interviewer	And do you know...
Respondent	Everyone has got their own car.
Interviewer	Do you know the mode of transport that Hamilton and Moses...
Respondent	Use...
Interviewer	Yes.
Respondent	Taxi. I think train and taxi.
Interviewer	And you would not know the cost?
Respondent	No. Kenny will tell you. Another reason to live close by [referring to cost of travel]. You don't want to waste your money on unnecessary transport expenditure. It rebounds ultimately on me because they are running short on money, but everyone else comes here by car. And Hamilton and Moses, by the way, they just get here and wherever they go they have got the bakkie...company transport.
Interviewer	And just, these offices, do you own them or do you rent them.
Respondent	Yes, we own them. They used to come in with Hamilton who has got a car, had a car. Moses has also got a car, but they choose not to use it. They come in with public transport.
Interviewer	Do you also own the offices in...
Respondent	Yes, Tableview
Interviewer	And if you don't mind, how much is that per month? I mean, how much does it...
Respondent	Uhm...well we pay ourselves, is the quick answer. I am sure it's in the books, I suppose he has to, I don't know...you will have to ask him.
Interviewer	You mentioned that these offices were chosen because you moved here...
Respondent	Yes...
Interviewer	...is that the main reason for choice of location?
Respondent	Yes. Yes. The specific location is close to rugby, close to cricket and very close to our houses. But actually to be, that is a serious answer, but to be even more serious we looked to, when we first got the company, we first needed to get rid of considerable, all debt. Even the photocopier was leased, the cars were leased [and then] we bought our own photocopier, we bought our own cars. Financially it doesn't make a huge amount of sense or the clever people will tell you what a brilliant idea it is to lease it because you turn your money over, you just don't sleep at night and I enjoy sleeping at night. I can keep it and it is mine. And the same with the building, we used to rent premises, not a good idea. And we moved and we looked to do a little development, we are developers, we looked for old building and then restore, knock down, whatever. There is an open piece of land and do development and then we found just enough for us and there is nothing like that here. We had to do a big development despite the fact that we could only, we only wanted a small part of that development, in fact, we could only afford a small part of that development. So what we did, packaged this entire complex development and we sold it off to Investec . We did the development with the proviso that this building would remain ours and they would take over the rest, that's there's and this is ours and that was the structure of the deal. We could not do a development that was small enough for them to suit our pocket, it had to suit our space requirements, it looks very nice. You have got to come to work, might as well make it look nice. And we are here because, one of the reason is that it was available and we can park here.
Interviewer	And the Tableview?
Respondent	Tableview is in Parklands, it is in fact, exactly over there [pointing to map] and it's because that's where the people sell and we have always had a sales office, we

	<p>have always, Montague Gardens as being the head office...actually, Gordon lived in Constantia then, he did the commute, Tony lived in Milnerton and I lived in Edgemoor...anyway. Also the sales office, which tended to move because we developed in the bush and then in the sand, the windblown sand, big open area and the sales hock [block] which picked up and moved to the next because we used to be developing down [point to map] and here and here and here [pointing to points on map] and we are now up here. But then we pulled a couple of buildings and we put the sales office in there and then we went across here built this building [pointing to map] and then moved it there and that's where it is [pointing to map]. To be close to the purchaser. To sell from here makes no sense [pointing to map], it does not make no sense, but it does not make a lot of sense. Talk to the sales consultant, walk onto plot and stand around and look around. You can't do that from here so you do it in the sales office in Tableview.</p>
Interviewer	<p>Okay and then how would you describe the type of service you give? Is it face-to-face...</p>
Respondent	<p>Yes, very much face-to-face. Uhm...60% of our purchasers are developers, okay. So once you get to know the developer, Anya buys plots from us and then Anya representing herself and her husband or just herself will buy a plot also to build a house, that's also face-to-face, they will probably never see you again unless the roof leaks or something. But otherwise the developers, ya, face-to-face. That's why the sales office is there.</p>
Interviewer	<p>And then, I know this is a big question, but can you describe exactly the process of developing that land or preparing that land?</p>
Respondent	<p>Ya. Uhm...it is not unlike anything else, I suppose. You start with the big picture, the very big picture and the very big picture will be advised in terms of what the bulk infrastructure requirements will be in terms of major road, we are not talking a little street, the main road that runs through it, the highway that runs through it. What your power is, I am not talking the power to boot up your computer, I am talking big sub stations Eskom builds. We are talking about infrastructure in terms of the services, what capacity does the sewerage treatments works have to accommodate you. In our instance, you have got Koeberg Nuclear Power Station to build right next to the city and if it goes up, sorry for you, okay, but you are only allowed to have X number of people within a 20 kilometre radius of that and you also have to have an evacuation plan if it goes up, how are people going to get out. That's, by the way is, my problem, not their problem...can you believe it? They build the f***** power station here but I must find a way for people to get out and do it and commission consultants to do exactly that. How to get out and the sodium pools you have got to have and if the wind blows the wrong way and the sirens go off, so that is all the bulk infrastructure. Sewerage, water, where is the water coming from, is there sufficient water? What are the green issues, you must do an environmental impact assessment, a heritage... you don't want to know. It just goes on and on and on and on...everyone has got an issue. Then you do all that, then say you put all the outer framework ticks all together and within that you take phases thereof, of up to let's say fifty, that macro planning is probably for...we have like a twenty year horizon...and you work your way backwards from that. So you have got a twenty year plan, fifteen year plan, ten year plan, and what's required in those various stages in terms of bulk infrastructure. We are down to a five year plan, you take a chunk of one hundred and fifty plots with a shopping centre or whatever and you plan it out in detail. In great detail, like we are taking this piece here now [pointing to map], which is eight yard hectares, industrial and that and another eight yard hectares and then you do a more</p>

	<p>detailed layout like that showing exactly where the services stations are going to go, where the houses are going to go, what's the size of the plot, how many blocks of flats, what the height restrictions are. You do the design guidelines, what colours are you allowed to paint if it is going to be an issue down to the last damn detail, the refuse truck gets around what sort of issues are with the local authority. All the suits are liaising with the city all the time, liaising with the city, dealing with the public...because you have got to advertise...and the public, they have always got things to say. You are dealing with Eskom; you are dealing with the City in terms of infrastructure, water, sewerage, Koeberg. Then you hone in onto your more detailed fifty, a chunk of fifty, then fifty to one hundred plots, where things go, where churches go and then put it on the market. It is rather simplistic, but ya.</p>
Interviewer	When you say you prepare the land, what exactly does that mean?
Respondent	You mean physically?
Interviewer	Yes.
Respondent	<p>The land generally is fairly levelled. The property in Parklands/Tableview is fairly levelled, so not so many hills of consequence in fact there are not that many hills full stop...you are looking at the horizon. Probably be marshes or ponds. So, what do you do? You take a tract of land, first you do the macro thing, you do the whole planning. Are there big hills, are there big valley's, are there big issues and so on. If there aren't any then you take a small truck of two hundred plus plots which is probably fifteen hectares, thereabouts. And then you say what is the typography of that? You do a contour survey of hills and land and you balance it all out and then you say, 'okay, where are we going to push the sand to'? Then you send in the bush cutter and he takes the bush out and the you do the survey again and then you send in the bulldozers, he levels it, pushes it around, chunks it down to the detention ponds where the roads are going to be and then you get your roads contractor to push the roads through. They clean it up after that and the surveyor puts his pegs in, puts up the sales boards and then people buy a plot. But physically, what the person buys is a fairly level, it is on one plain, it can slope slightly to the road, but it is not an untidy business. It is a fairly levelled plot that the person would purchase for the hospital, or the shopping centre, or the house. So physically, that is what we do. We shape, contour, clean up, put roads through it and service it, obviously. We are famous for the water, sewer and so on.</p>
Interviewer	And the contractors, how do you choose those, are they people you have worked with?
Respondent	<p>Yes. What we do is we get three to five contractors, an electrical contractor, a civil contractor, three to five of them to go out to tender. You award the tender on the basis of generally lowest because your consultant recommends five. You go out to tender, you choose the lowest generally, you perhaps negotiate the next contract with that guy, maybe the next one thereafter and then that's enough now, you go out to tender again but you find there are the same contractors that have been working for us for thousands of years...three guys. The different bigger contractors work for us. You go out to tender again, one gets it, one doesn't get it. But we have also developed a relationship with the guys and they know we pay, we pay on time, we don't fiddle them, we don't diddle them, [and] they give a good price. So they like working for us, they give us a good price and vice versa. So it is a good situation, it is reciprocal...symbiotic. Those guys help everybody, the consultant supplies to the electrical guys...we put in everything, all the Eskom stuff we put in, we paid for and they charge you later.</p>
Interviewer	Is there anything you would like to add or comment on recruitment strategies?
Respondent	Well it is not a forte of ours, as I said, it is so seldom done. But possibility the

	biggest single thing is the compatibility with the skills and personality and the compatibility with the rest of the folk because we are not big, you can't get lost here. You can't have a fight with Anya and move off to the next building, or move to the next town, you are stuck with her, she is next to you. So that plays a big role but it also evolves over time, nothing comes with a guarantee, but it is also not that people don't have differences or don't have arguments from time to time, that happens sometimes.
Interviewer	Why do you think your workers stay so long?
Respondent	Why do I think?
Interviewer	They stay in this company for so long?
Respondent	I also want to know, I can't get rid of the buggers [laughter]. A, they are happy. They are reasonably happy [laughs], they are happy, I suppose, relative to the alternatives that they have. Not that there aren't great alternatives, anyone moves at the end of the day. We try to, they are not going to believe this, we try to marginally overpay them. Get them to assess accurately, because what exactly do you pay a receptionist, bookkeeper, a nice person, compared to someone else who is a bookkeeper or a receptionist? I don't know, but we try to marginally overpay them at least, but we always do, and we have never not given people bonuses. So we like to believe they are decently paid and we have no union structures [laughs], people would like more money obviously, but we do try to make sure they are decently compensated for what they do. And this is now from me, the boss, I am not known as the 'boss', but I suppose I am known as the boss, employer and employee. So maybe they would tell you slightly differently and maybe the proof would be, we can't get rid of the bonus...
Interviewer	And do you obviously, you know, the fact that you want to pay them well, means you want to keep them?
Respondent	Yes. Yes. Those that we don't want to keep don't stay, promise you. Yes, we do treasure them, their input and our relationship with them and the integrity of their work.
Interviewer	I don't know if this is a stupid question, but why do you want to keep them for so long?
Respondent	Because the whole, we have a long history of development. We have a long history, Andrew's context maybe even more so. You know where everything is, you know where the drain goes to and comes from. You were there when it was put in and now you need it ten years later to some. And that has value which a new person does not bring to the party. I phone all the town engineers from Miltonville from thirty years and I have outlasted all of them, they ask me where things are, so I know where it is and money can't buy that. That applies to a lot of things in the people that are here. Continuity is a big thing and they understand the ethos, they understand how they system works, they know who our consultants are and if I want something done I phone his secretary. So Elizabeth, 'no Martin is busy, send me the damn thing he is not going to wait for it anymore' and she knows who I am and they know who our guys are. No, money can't buy that, continuity obviously with the right person...if you have got the right mix of people who understand how things work. That's worth a lot, to them as well as us, I suggest.
Interviewer	So labour turnover isn't that high at all?
Respondent	No [laughs]. It is huge. We have a thing every five years you get a, except me, except Tony, Gordon and I, you get one hundred rand per five years for the five year anniversary. So every five years you get five hundred rand, every ten years you get five hundred rand and we end up giving three thousand rand to a lot of people, believe me [laughter]. Ya, no very low turnover [laughs]. They die in the

	job, Hamilton did, but we have had a couple of bad eggs but on the scale of things, very few. The average working life is like ten or twelve years or fifteen years, or something stupid.
Interviewer	And again, word of mouth, you feel that that is the best?
Respondent	Ya. Ya. Again it comes to the same thing. You can't hide from people in this organisation, we are too small. We are not big at all, we are not big and we are not going to get big. So it is probably the right person and you can suss out, I mean it is a small industry. As close nit as the construction industry is, it is construction, hell they are not going to hide from me. I know somebody that knows you pretty well, I promise you. So ya. It works.
Interviewer	So those are more your high skilled workers?
Respondent	Yes, specialists. Where it matters a lot more, they represent me a lot more. Andrew goes to talk to the mayor or the town clerk, or the town engineer; he has got to know what he is talking about. So I need to know who he is, what he is and he is not going to say something that will embarrass me and I have got to come out later. Moses and Hamilton are not going to do that, the degree of company or skill isn't required as much. Their interface is not going to totally tarnish the reputation if they come to do something wrong. If they reverse the bukkie into someone's gate, they are not going to get, whereas if I want to make the papers...you know what I mean. So it is more relevant in the upper echelons, no questions. It is relevant with Hamilton and Moses, they have got a company label on the bukkie, [and] they have got overalls with the company name on so people can see that they are cleaning up. It does reflect on us but not nearly as much. If they were to say something stupid to the mayor they would count just as much as if Andrew does.
Interviewer	I think that's it.
Respondent	Okay. Cool. I hope it helped.
Interviewer	Thank you so much for your time.
Respondent	No, a pleasure.
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Appendix J

Pick n Pay

Pick n Pay

Date and Location of Interview	29 April 2010
Company	Pick n Pay
Company Location	Plumstead
Interviewer	Anya Van Wyk; Hayley Petersen; Owen Crankshaw
Respondent	Manager of Pick n Pay
Transcriber	Hayley Petersen
Address	Plumstead Pick 'n Pay Family Centre Gabriel Road Plumstead
Contact details	Tel: 021 762 1124 Fax: 021 762 1244
Storyline	<p>Pick n Pay have 180 permanent staff and 120 part-time. Staff members are low-skilled and work their way up. In terms of recruitment, Pick 'n Pay tries to employ employees who live close to the store because it is part of their attempt to put money back into their community. The long hours also mean that they need to hire staff who live close to the business. They recruit through the use of waiting-lists. People put their names on these waiting lists. Job-seekers walk-in and put their names on lists. Sometimes they found out about the lists from friends or when they walk-in and enquire about the job, the managers will inform them about the lists. The owner says that they do not advertise in newspapers because they do not need specific skills. Word-of-mouth is also used. Current employers will tell their friends about vacancies and suggest that they put their names on the waiting-list. Owner says that word-of-mouth works very well because of credibility. He argues that those who recommend, will only pass the word onto good jobn-seekers because it reflects on them. He says that the recommendations from employees adds weight during the interview process. Generally people recommend family and friends. He says that if they recommend people, they will recommend those who are similar to them. They also do not need to use advertising because they've got a sufficient pool of people. In terms of qualifications, the manager expects them to have matric. If people live outside the area it is weighted against them. During busy seasons they recruit casual, and these are normally students. Due to recommendations a lot of the staff already know each other. With in-house recruitment, the experience, knowledge about the culture of the business, valuing Pick n Pay and its processes and good interpersonal skills means that they can be up for promotion. Managers have intimate knowledge of staff because they divide the staff among ten managers. There are different skill levels at pick 'n Pay. For example, the butchery, would have a sausage-maker and that is considered to be low-skilled and he would then works his way up to be a block man, which is more skilled. With cashiers, it is low-skilled jobs, so, their interpersonal skills are more important. The frontline jobs are the cashiers, packers and the trolley porters.</p> <p><i>Owen's notes from the interview:</i></p> <p>Recruitment Methods</p> <p>The manager fills posts first by looking for recruits who are already employed at the store. Most of the jobs require modest skills (matric at most). So, only accountants</p>

	<p>and Information Technology (computing) experts are recruited from outside the store. But it is more than simply the lack of skills required for the job. Once a worker has been employed in the store over a period of time, they can become known as reliable and honest. Furthermore, after a successful worker has been employed for some time, they develop social relationships with their colleagues that facilitate their ability to perform. In other words, they know who is responsible for what task and they know how to work with their colleagues to get their job done. So, workers who have these interpersonal skills are valuable and these skills can be observed by management. As such, experienced workers are much more employable than an equally skilled stranger, whose social skills are unknown and who lacks social relationships with colleagues.</p> <p>'The most important thing is good interpersonal skills because 95% of the day involves interacting with customers, and with other staff, you know. So, if you've got that right, and nothing else, you know, you certainly, you know, doing 80% of your job correctly, and that's what we want.'</p> <p>The store has 8 managers and 15 supervisors, so each worker is well known to someone in management. This manager can therefore make a judgement about the suitability of the worker for promotion, even if there are about 182 staff members altogether (including managers and supervisors).</p> <p>Recruitment of outsiders works by the managers keeping a list of potential recruits. Anyone can approach management and their name will go on the list. However, when management interviews workers for a job, they pay particular attention to recommendations from other staff. So, it is usually the case that workers who come strongly recommended by other members of staff, will be selected for the job. The reason for this is that managers believe that their staff would not recommend anyone lightly because if that recruit failed to perform, it would reflect badly on them. Of course, just how seriously managers take a recommendation depends on how well they regard the person making the recommendation. To quote Paul Robbins, who argued that using staff to vouch for job applicants was a 'very effective' way of recruiting new staff.</p> <p>'Generally, ja, if they come recommended, and that, especially if they're a good staff member, if they mention that they have friends or they were recommended by someone who's particularly good, then it will definitely put a tick against their name.'</p> <p>'Because...there is a credibility issue. When you refer a friend, to employ, you know, you want to make sure that they, that they're the right person, because if they're not, it reflects on you as a person. The most effective form of advertising is when...a good staff member comes to us and says, "I know of a friend at school or whatever, who's capable", we put them on the list. We still obviously go through the interview process, but it does sort of add a bit of weight...in the interview, when they come recommended by a friend.'</p> <p>A strong reason for using staff to vouch for job applicants is that theft by staff can be financially ruinous for the company. The profit margin is so small that the theft of items can quickly erode profits (p.10).</p> <p>Occupations and Formal Education: Std 8/Grade 10 is the level of education required for shelf packers, porters. Matric is required for 'frontline' staff such as cashiers and sales staff.</p>
Verbatim transcription	Pick n Pay family store
Interviewer	...how you recruit your workers, why you use this strategy to...
Interviewee	Okay.

Interviewer	So that's the main focus.
Interviewee	Okay, no problem.
Interviewer	Okay can we start?
Interviewee	Ja, sure.
Interviewer	Um, so what are your recruitment strategies?
Interviewee	<p>Okay we have a fairly low level of staff, in fact we don't have skilled workers as such most of our staff who get employed are unskilled and then sort of progress through the company. We're just a one-site store, so movement is limited in that we're not part of a big corporate like Pick 'n Pay where you can move from store to store and from department to department, but, generally our staff start off they come out of school or from, you know, from unemployed and then they work here and they work their way up through the years, so it's not a fast track thing because we don't have as many opportunities. We don't have a high staff turnover in our store all our training, or most of it is on-the-job training and they get experience in that way and obviously the ones who, who are more capable, sort of float to the top, you know. We tend to, in terms of our recruitment, try and employ from as close as possible to the store. For a number of reasons; a) it's good business practice to employ, you're putting the money back into the sort of micro-economy of the local area, and secondly the travelling aspect with our long, extended hours, till 8 o'clock, they usually get home about 9 o'clock at night is, you know, from a transport point of view it is more practical, and secure as well. Having said that, we do have staff who come from Mitchells Plain and out that, but they tend to be staff that started off here and have subsequently moved, you know, over time.</p>
Interviewer	Okay, but what is your specific method of recruiting?
Interviewee	<p>We basically just have people that come put their names on a, on some sort of waiting list and we call them in and we interview them, the different the owners who sort of manage, oversee that department of business, so frontline, for example I would look in. I would get involved in that interview process, and it's a brief interview, it's about 10 minutes per person, and we just ask them questions of, you know, about health and, you know, their backgrounds and previous experience, if any and then just alternative questions about what would you do if a customer came to the floor, so you can get some kind of feeling about how they, what their customer skills are or how they would deal with it, in the future.</p>
Interviewer	How do they get on to the list?
Interviewee	That's just people coming and asking, mostly they're customers or customer's children or customer's friends that come here.
Interviewer2	So sort of like walk ins?
Interviewee	Ja, it's very informal type of thing, we don't advertise, we never do any formal advertising, it's all just as you say walk ins.
Interviewer3	How do they know the list is there?
Interviewee	<p>They don't necessarily, they obviously speak to their friends and, or they come here and they ask "do you have vacancies?", I say "we've got a waiting list, put your name on the list and when your name comes up, we'll call you in for an interview". So it's not a, we don't advertise it or anything like that, there's far more supply than, you know, than is demand, so there're more than enough people on that list without having to, to go and sort of advertise it formally or widely.</p>
Interviewer2	So would that be your main reason for not using sort of newspapers?
Interviewee	<p>Ja, exactly, because we don't require any skills you know, generally, so people come here, you know, all our, if one of our senior staff were to leave tomorrow, we would then look at the most suitable candidate from, from below that. Even to the extent, that if we were to open new store, we've got people here that...we would bring in as</p>

	partners into the business. We've got quite highly skilled staff that started off packing shelves, and that's actually the Pick 'n Pay way, you know. Pick 'n Pay very seldom employs, and I'm talking about the corporate Pick 'n Pay, most of the staff, the CEO, the previous two CEOs, all started off as shelf packers in Pick 'n Pay and they moved up through the ranks. The only people that they would employ, from outside directly in, are accountants, skills and IT people. Certainly all the store people, all the people outside on the, who're running the store side they are all employed, they've all come through the ranks.
Interviewer3	IT and...?
Interviewee	IT and accounting, that sort of skilled, maybe a few, skilled human resource person, you know, would come in. But 95% of all Pick 'n Pay senior staff have started off through the, the ranks. Well I did that. I had a degree when I came in, on the corporate Pick 'n Pay side, and started on receiving and that's what they need people to be fully work with all aspects of the business. What happens on occasion as well is that sometimes, you know, now you only got a pool of so many people, you not getting fresh blood or fresh thinking and sort of promoting from, from within.
Interviewer	In the last interview you just mentioned the use of word of mouth. Do your current employers aid that process?
Interviewee	Ja, they do a lot of that. They would go out and tell their friend, you know, the waiting list is there or that we looking to do interviews and that sort of generates more people, that seems to be.
Interviewer	And how effective has that been?
Interviewee	Very effective, very effective, ja.
Interviewer	In what way?
Interviewee	Because, it's often someone's there's a credibility issue. When you refer a friend, to employ, you know you wanna make sure that they, that they the right person, because if they're not, it reflects on you as a person. The most effective form of advertising is when it comes from somebody. If a good staff member comes to us and says, I know of a friend at school or whatever, who's capable, we put them on the list. We still obviously go through the interview process, but it does sort of add a bit of weight to the, in the interview, when they come recommended by a friend.
Interviewer	Um, okay, and generally what kind of people do they, is it mostly friends that they refer, family members, neighbours?
Interviewee	A bit of everything, it's a bit of everything. There's no one sort of dominant type, you know. All friends, family and that sort.
Interviewer	Okay what would you say the main business decisions incurs that drive your decisions to mostly use word of mouth.
Interviewee	Um...
Interviewer	The running of the business, how does that influence your decision to make work, or word of mouth?
Interviewee	I'm not quite sure what you're referring to...the type of business that we're in, the retail business that we run, how would that effect the decision to employ by word of mouth or whatever?
Interviewer	Ja.
Interviewee	Sorry I don't know, I don't know if there's and answer to that. I think I think that we, we, as I say it's a credibility thing and we employ a certain level of staff that we have sort of expectations of and if they, if they are referring friends to us, one would expect them to be of a similar, sort of class is not the right word, but a similar type of person, you know, that we would require. Don't know if that's really answering what the question is though.

Interviewer3	Now why would you not try and use newspapers as a way...?
Interviewee	For advertising?
Interviewer3	Ja.
Interviewee	Because we don't need to, so why would spend that money on, when we've got a sufficient pool. We, of, of every four people that come here, and we get lots of them when we interview, you probably only take one. And then there's still a lot of people that we don't call in. And that waiting list just keeps going, you know, we also, as I say it gets filled up from the bottom all the time. And we move, we phone, and people wait, that list is between 6 months to a year before people get called in. Often by then they've found other employment, so you know, we, of those one in four would probably get an opportunity. You know we get a lot of chancers, and people who are just not suitable, you know. Often, you know, you can't judge a person visually but often customers don't like, we wouldn't employ a heavily tattooed person, I know it might be discriminating but the customers don't want someone like that, so, you we don't employ them.
Interviewer3	Remind us again, what sort of qualifications do you expect from them?
Interviewee	Well, anything, when I do the front line I expect a matric. Um, the shelf packers they tend to go for a grade 10 or standard 8.
Interviewer	Um, you mentioned that some of the workers have different skills, do you use the same recruitment strategy, well you did sort of mention that, but do you use the same recruitment strategy for all your workers across...?
Interviewee	Ja, we only, as I say, employed unskilled. In the 15 years since we started the business, where we had to employ certain skilled people, since then we've never brought someone in at a skilled level, they've all come up through the ranks, that's been our, our strategy of building those staff members, and if they do leave they're quite well qualified.
Interviewer3	When you say skilled, is that management?
Interviewee	Ja, management skills and obviously job specific, skills as well.
Interviewer3	Like?
Interviewee	Well, if someone who would work in the for example, in the butchery would come in as a sausage-maker, which is quite a low level, it's quite easy, would later become a block-man because they watch the guys cut the meat and how they, you know, how they cut it and then the bakery, some of the counter-hands have gone into the baking side which is more skilled, you know.
Interviewer	Um, you mentioned the credibility that sort comes with recruiting the recruitment within the group, are there any other benefits or reasons behind the recruitment strategy? I mean that's one aspect of it.
Interviewee	Ja, listen obviously, if they, they friends with the person or they're neighbours there obviously a, a synergy maybe in transport issues, whatever, you know. Some of them share cars, or lifts, or taxis, or whatever to get to work, so from that point of view, very basic stuff, you know and obviously as I said, before, when it's within a very close proximity you putting money in, you know, you also benefitting the family because they've now got more disposable income, so, a family, you know, where the parents are unemployed, the child gets a job here and they are able to make that family better, and there's a loyalty aspect as well, to the business.
Interviewer2	Sorry, just on the close proximity aspect, and the waiting list, do you find that people sort of outside the area also put their names down on the waiting list?
Interviewee	Yes they do, ja, ja.
Interviewer2	And then do you sort of not call them up?
Interviewee	We weight it slightly against them, then, if they outside of the 5 kilometre zone, you know. Because it would mean, for us, we trade till after 8 o'clock, so we have to

	provide transport for the staff. And we also look at, we've got about eight taxis that come every night and take them and if one area is, fully sort of utilised on the taxis then you would tend to employ someone from another area, if it's a 50/50 decision, you know, then one uses that just for practical and logistical reasons.
Interviewer	Um, as Hayley was saying, I just want to know a bit more about the characteristics of the list, so it would be mostly people from the area?
Interviewee	Ja.
Interviewer	And low skilled workers?
Interviewee	Fairly unskilled workers, ja, or ...
Interviewer	Family?
Interviewee	Ja. There's a lot of unemployment out there, you know, I mean there's, so we can get quite good calibre staff here, matric, especially in the front line, you know, so if they not skilled in their job they pick up that skills very quickly, you know. Cashiers, it doesn't take too long, it's very repetitive after a while and then obviously other skills like interpersonal skills play a big part in it.
Interviewer2	I know that you also hire lots of students, sort of like a part time...
Interviewee	Ja, ja, because of the nature of the business, and um, the peaks that we have in the weekends, over Christmas time and holidays there's quite a bit of students we won't employ anyone under the age of 16, but we will, anyone over the age of 16, so we've got some school kids, grade 8, 9, 10 – I'm talking about the frontline now – um, and then weekends and varsity students, you know, techs and that sort of thing, there're quite a few of them, and they mainly come out weekends and peek trading areas, peek trading times, so in the evenings they will come and work from 4 o'clock to 8 o'clock, in the afternoon through to the evening.
Interviewer2	And they would also put their names down on the waiting list?
Interviewee	Ja, exactly, just like everybody else. So we end up with a portion of people, what we call our mid or our week day staff, the housewives and the, those people, and then we have the few who are then obviously part of school or varsity or whatever, and then they work evenings or weekends, whatever.
Interviewer2	And do they say that they are looking for part time work?
Interviewee	Ja, they'll tell us, or if they don't tell us, we'll interview them, because normally as a rule with the people, when we do the interview process, if we looking for someone of a sort of category. On the on the shelf packers, they tend to go for males, and there's, they look for grade 8 [meant standard 8] as a, grade 10 and above, grade 10, and again it's weekends so it's sometimes students, and weekdays. Um when I say, there are some females especially on the lighter areas, like toiletries and then the service areas, like the delis the counters that sort of thing, you know, but the heavy grocery merchandise tends to be more male.
Interviewer3	Frontline jobs? Cashiers...
Interviewee	Cashiers, till packers, and to a lesser extent, porters, you know the guys who push the trolleys around, and we obviously have, the good sort of casuals, frontline, we have supervisors.
Interviewer	Um, so with the list you said it's narrowed down by area, but is it sort of first come, first serve?
Interviewee	Ja, ja, ja, ja. So what we do is they come and put the name on the waiting list and their phone number, and we just phone them on a chronological sort of time scale, first come first serve, and then when we interview them, then we assess where they live and what their, you know, qualifications are et cetera, et cetera. And then they also, when they put their name on the waiting list is, if they have their CV, then we take that in as well. We use that as a, when we phone them, as a starting point.
Interviewer3	Did we establish that you do give preference to people on the list who known by

	staff?
Interviewee	Er, no, the list works straight chronologically, so we take that chunk of people, we want to employ let's say four more frontline staff, we will phone about 20 people and tell them to come in. Then at that stage we then try and ascertain, do you know any, probably true though, "do you have any friends here?" "What made you put your name down here?", "my mother shops here", whatever, or "my friend referred me to it", whatever that sort of thing and then find out where they live, what their transport situation is, how they'd get here, you know things like, do they have children, do they have babies, that doesn't prejudice anybody, but we wanna make sure that they don't say, you know, then you find they haven't got a crèche or the mother isn't looking after the children or something, and you don't want to, you know...have any sort of repercussions, so we ask them those questions. It's never been an issue where we turn anyone down, we just want to make sure that the child is well, or they've had a baby two months ago and they wanna come and work – they not really ready to start working.
Interviewer3	The question I'm getting at is, do you favour people that know staff who work here?
Interviewee	Generally, ja, if they come recommended, and that, especially if they're a good staff member, if they mention that they have friends or they were recommended by someone who's particularly good, then it will definitely put a tick against their name.
Interviewer3	And the reason for that?
Interviewee	Is because of the credibility issue, that if someone, you know, has recommended someone else, that you, then you tend to have sort of, put more strength to that sort of referral.
Interviewer	And, if you were to describe your current staff, do they know each other? How do their relationships work with...
Interviewee	Ja, they do...They generally work very well. Listen, there's conflict like in any workplace, there's some very good relationships [slight giggle], we've even had one or two marriages here, from people on the shop floor [laughter]. So when they call it a family store...[laughter] we really mean it. But, certainly I mean listen, we generally have a good working relationship, you know and obviously there are conflict issues that get resolved from time to time, but not very often, fortunately. And I, you know, we tell everyone when you come to work, you work together, you don't have to socialise or party together or anything like that, but you know, just your work is a working relationship, and that's by and large, works like that.
Interviewer2	Do you think that it's also maybe partly because they know each other through recommendation...?
Interviewee	That may well...ja that may well be the case, yes. Um, ja, there's already a connection, ja, and that helps. Also helps them settle in here knowing someone who already, ja, it's like going to a new school or something and knowing, already knowing someone, breaks a bit of ice.
Interviewer2	Um, sorry also, if they know someone who works here already, do you sort of expect the person that they know to kind of help with training them...?
Interviewee	There's no expectation of that, no. We would never, and they might not even work in the same department so, some girl start from the frontline, for example, and knows someone in the deli, you know, there's not, but one would, certainly there would be, you know one would think that there is some, you know, sort of, um er ...advice given, in terms of when your lunch breaks are, where the toilets are where you get, how you make tea, or where you get the tea made, all that sort of thing. So it could certainly help with that ...[interruption]...
Interviewer	Okay, so it's quite a supportive environment.
Interviewee	Ja, ja. We've got a fantastic, and I say we've got probably 50% of our staff have been

	here for more than 10 years, so we have a very stable workforce. Um, I'm talking about our permanent staff now, the casuals, obviously the school kids come and go, you know, you see them going off and getting married and having children, we've been here 15 years, so, you know, we've seen them leave and come back, shop here as parents.
Interviewer3	I'm quite interested in the way you, fill posts from, you know, from, less, you know more experienced job goes to somebody from the floor...
Interviewee	Ja. From within, ja, ja.
Interviewer3	And, what's the logic in that?
Interviewee	Well, a) we've, they've got a track record, we know them but they've also got the experience, they know the culture of the business, the values, you know there's no, they're not coming in at a high level and then imposing some new, sort of, a new store or way of doing things, you know. It's been, it's worked successfully for us in the business over the years, and there's no reason to change. And that is exactly the Pick 'n Pay culture. Um, we are Pick 'n Pay people so we tend to, retain that sort of same and also because our business is, doesn't require brain surgeons, it just needs, you know, you don't need people with skills...ja exactly
Interviewer3	Ja, don't need, sort of not necessary [overlapping speech between interviewee and interviewer3].
Interviewee	The most important thing is good interpersonal skills because 95% of the day involves interacting with customers, and with other staff, you know. So, if you've got that right, and nothing else, you know, you certainly, you know, doing 80% of your job correctly, and that's what we want.
Interviewer2	And do you find that when you, when someone moves up in the ranks, sort of, from being a shelf packer, then the rest of the shelf packers sort of respond to them more positively, do you think?
Interviewee	Listen, ja, generally, but there are always people that feel that they've been overlooked or hard done by, or they might have had a clash with that person, whatever, but generally, ja, we do and they they do respect that person, and the persons quality. But we don't really have problems in that regard.
Interviewer3	Arguably the interpersonal skills are partly a function of knowing people and being, what's the word for it, being familiar with people and being comfortable with them...
Interviewee	With customers or with other staff?
Interviewer3	With other staff, so, that's something that you could know from employing a person, working with the person, you know so, you know that from seeing them at work and interacting with them. And also they've acquired that ability and they have camaraderie with fellow staff members over time and that's a match within itself.
Interviewee	Absolutely, ja.
Interviewer3	And also, you actually know it. If you had a factory of a thousand workers, you wouldn't be able to, you wouldn't know their interpersonal skills or you wouldn't be in a position to say "oh, so and so would be good for this job, we know more or less, been here 5 years"...
Interviewee	I think that what works in our favour is that we've been here so long, you know, we started here with all the same people, so we know all the staff, we get to know their skills and their problems, you know, you know we've seen, get married, get divorced, have children, whatever you know. And so we able to, sort of, very quickly pick up if there's a problem or a vibe, or a bad vibe.
Interviewer2	Sorry, I just wanted to know how many permanent people and how many temporary people, if you could...
Interviewee	Um, it's probably a bit more permanent, but I'll give you the...it's somewhere here...[looks for numbers in file]

Interviewer2	Oh, the last time you said 180 permanent staff, and 120 part-time.
Interviewee	180...ja...
Interviewer3	That's quite a lot...180 people.
Interviewee	[Finds file] 182 to be exact, ja.
Interviewer2	And all of them were from the waiting list?
Interviewee	Ja, ja. There's about 20 of them that we brought, no maybe about 10 of them that were employed right up front, you know, from previous jobs in Pick 'n Pay or, you know, or...[interruption].
Interviewer	And can you trace, I know this is going to be hard, but like the current staff you have back to these 10, you know...
Interviewee	Ja, store manager, butcher manageress couple of the shelf packers, supervisor...
Interviewer2	So they all came from other PnP stores?
Interviewee	Up front, ja.
Interviewer2	Head office?
Interviewee	Ja. Head office, that time there was a, Pick 'n Pay was doing a voluntary retrenchment, at one stage and quite a few of those people, all retirees, you know, we've even taken on a couple of people who retired out of Pick 'n Pay at 55 and have still gotten offers from us, we got one or two people who are over 65, we've got very experienced receiving managers one or two shelf packs who're very wise and know the products and know, you know, supervisor, butchery manager, bakery manager, you know store manager, store men, you know, some guys who've been in the business for 30 years. And they've got a wealth of knowledge to impart to them, you know, the new people and other store men who come up, you know.
Interviewer2	Um, and would they be responsible for training people on the shop floor?
Interviewee	Ja, but it's very much on the job training. We don't do a lot of formal training sessions, you know. Formal training sessions would be like first aid training or when they go off and learn new products, you know, like the bakery training school it's very job specific sort of training. The butchery, they go and learn about new cuts of meat or new varieties or new marinade or whatever it might be.
Interviewer3	I've got a little note here to myself it's about the breakdown of the workforce, how would you, could you give us a rough estimate of how many people in different kinds of jobs? How many packers, how many cashiers?
Interviewee	Yoh.
Interviewer3	Just roughly, you know if you did, what's the most numerous?
Interviewee	Shelf packers, ja, the most labour intensive is the frontline. Um...[looks through file]...if I went to the computer and did an extract of that I might be able to know, is it important? I mean, do you need that breakdown?
Interviewer3	Exactly is not so important, so much as the general, you know. How many managers are there? Or roughly how many?
Interviewee	Um, about 8 managers.
Interviewer3	And clerks?
Interviewee	Um, clerks about 6, you know, let me get my employment equity...
Interviewer3	Sho, that's actually very few isn't it? Ja...I'm trying to get a sense of how the numbers are of those less skilled workers you said about 80%.
Interviewee	[looking for file] Ja, ja, about 80%...okay, sorry. Ja, no that's right 8 and then supervisors 15...and then the rest, we call them semi-skilled and discretionary decision makers or, you know, all the other staff fall into that, you know. It's quite a flat structure.
Interviewer3	Packers, cashiers...
Interviewee	Ja, packers, cashiers, um...

Interviewer3	What would you call them porters?
Interviewee	Porters, counter-hands, um ... it's a horrible word though, counter-hands...service area personnel and ja that's just ja, shelf-packers, till-packers, shelf-packers...Do you want the male, female breakdown is that important at all? The total? Not really...
Interviewer2	Well, might as well...
Interviewee	130 males and 180 females, approximately.
Interviewer	Is that from the total staff, permanent and ...
Interviewee	Casual, and part-time as well.
Interviewer3	Someone's going to definitely query me if I claim that, you know, you managers have got quite intimate knowledge of 180 workers. How would you persuade them that this is possible? I believe you but I'm trying to...
Interviewee	No, but if you've got 180 staff and there's 10 managers, its 18, you know. I think it's...well how intimate is intimate you know. They've got a very good knowledge, like the butchery manageress would know everything and it's the first you know, but they're all pretty well...
Interviewer3	So because the managers have little units, they look after a particular department...
Interviewee	Ja, ja. And we've got supervisors who've got a very good knowledge of all the 'gaanings' on of the staff. So they know exactly what's going on and who's got problems and who's got, you know. You know, they all...I would say that they have a, they've got a good knowledge of the staff...
Interviewer3	Ja, I believe you, that makes sense so that would support your point. Because that's actually, if you wanted to know about somebody, or you were looking for a post to fill, you would speak to the supervisors.
Interviewee	In fact when we interview, then there's always the supervisors, the supervisors are always with me. So I'll interview as the owner, with frontline my partners will interview with their sort of, the one does the service area, the perishable products, with the perishable manager and the other owner will do the general floor area, the storeroom, the general, the normal merchandise area. That's how we sort of do it, [inaudible].
Interviewer	Um, I think most of its been covered. Not sure if there's anything...
Interviewee	Just, I mean our business is a very simple business, it's not, it's not highly technical and you know it's just, you know people and looking after people and making sure that the customers are satisfied and that means having the stock on the shelves and having the and having the service to wrap around it, to offer them, the customer. So it's a, a, you know, a quite a bit of straight forward basis. Having said that, I mean, obviously there's a lot of stock control...a lot of work involved in making sure that the stock is properly controlled, our margins are very thin in this business. I mean our net profit is only 2.2% of turnover, so you know it's, if someone goes and steals, you know, a tin of baked beans, you have to sell like another 20 just to recover, your cost on that, you know. You've got to have very strict financial, and security control you know – in terms of physical security and undercover and all that sort of thing.
Interviewer3	Ja, that must be crucial, trusting staff...
Interviewee	Ja, absolutely. There's a huge trust, I mean there's so many things that are so desirable in our business – food, cash for the cashiers, dealing with a lot of cash. The things, the most basic things that people need. You've gotta have very strict control, you know things like searching staff physically, searching everyone, you don't do in most businesses, but an accepted part of all retailing is when someone goes out there they get body searched, you know, and 'cause unfortunately stuff happens, you know, there's so many – I could give you a hundred different ways of people trying to get things out, you know, and it is a problem in, in our business you know. Um, so trust is a huge, huge issue and that's why in the labour, in the courts, you

	<p>know, if someone steals a banana, for example, it's immaterial but it's the whole breach of trust, once someone does that how can you trust them to do anything? And you just don't have enough eyes and ears to go around checking people so you've got to trust them. So the courts, you know, well [inaudible] just for the basis of trust, breach of trust. So, ja, that's the negative dealing with it in that fashion, and customers too, you know. Customers on a daily basis steal, unfortunately, especially now in these recessionary times, it's definitely increased. You've gotta take a tough line because if you tolerate anything like that, you know, word gets out, you know "you can go steal at this Pick ' Pay and they won't, they won't do anything", then everyone sort of picks up on that. Unfortunately it's part of the business. And that's the one issue that you can't you know you can't trust someone for trustworthiness when you interview them, you've gotta take them on, you know and just try to, no facial or how the person appears or how they present themselves, ever gives you an indication of, of how trustworthy – you know, we've had some of the most pleasant, nicest, best ever staff who stole and we had to deal with it. It's unfortunate but, the least likely people and customers, who're from Constantia, you know, you think that they're well off, they steal.</p>
Interviewer3	But they, I'm just thinking of the recruitment strategy and, you know, finding people who are know by staff, that would come into it, the more trust worthy...
Interviewee	One would think, ja, one would – and I think it is to an extent – someone, if you've got a friend, for example that you know is a bit dicey, you know and, you're not gonna come recommend them to me for a job, when your credibility's at stake, you know. So certainly that's why when someone, especially a good, honest, reputable staff member comes and refers someone to us, we do attach weight to that, or family member. And there's always, unfortunately, exceptions where things don't work out as well, but generally, it's it's a, quite a solid sort of approach to take.
Interviewer	Um, I think that's it, although we did want to speak to a worker. Is that at all possible?
Interviewee	Um, ja, what sort of questions, I don't wanna...
Interviewer	We just wanna ask them how they heard about the job vacancy, who maybe in the company were they connected to just to see how their networks work.
Interviewer3	Transport issues, how they get to and from work, sort of...do you wanna do it now?
Interviewee	Do you wanna do it now?
Interviewer	Ja.
Interviewee	Okay [walks to the office door to try to get an employee walking past the office in which the interview is taking place].
Interviewer3	We finding a definite pattern here, fascinating.
Interviewer2	The trust issues...
Interviewer	Ja.
Interviewee3	And the recruiting from below, giving jobs to people from the, in the business.
Interviewee	Do you want me out of here, or do you want me – is it preferable if I'm not around?
Interviewer	No it doesn't matter.
	INTERVIEW WITH PICK 'N PAY EMPLOYEE COMMENCES [...separate transcript]
Interviewee	Was he of any use?
Interviewer	Yes, ja.
Interviewee	Contradict everything I said or?
Interviewer	No
Interviewer3	Not at all [laughter]. We seem to be getting a real pattern here.
Interviewee	Some of the best information is from the guys, from the shop floor, you know.

	Always useful. Have you got everything that you needed, hey guys?
Interviewer3	Ja. We may call you.
Interviewee	Are you doing a lot of different stores or...?
Interviewer	Um, different businesses.
Interviewee	Ja.
Interviewer3	Ja it's kind of getting to...
Interviewee	So what do you have to do now? Do you have to do a whole, what's your topic?
Interviewer	Um...[laughter].
Interviewer2	Well it's from the Spatial Mismatch Theory which basically [laughter], Owen's our supervisor [laughter]. My understanding of it, I should say...
Interviewee	Putting you on the spot now [laughter]. Owen you tell me [laughter].
Interviewer2	Well basically what happens is, that there's this geographic mismatch between where the unskilled sector lives and where they can actually find work.
Interviewee	Oh okay. Because of the past? Because of the...group areas...?
Interviewer2	Well it's essentially from American literature, ja, so we're trying to see how it fits into the Cape Town situation.
Interviewer	Well, it is due to apartheid in part, but then businesses have also been moving to the suburbs.
Interviewee	They've sort of moved out of the...
Interviewer	Ja, and away from the CBD.
Interviewee	Especially, ja, the admin base as opposed to the manufacturing.
Interviewer	But then it's quite interesting seeing how people find jobs, because they are.
Interviewee	And transport that obviously plays a big part in the whole transport infrastructure...or lack of or whatever, ja.
Interviewer2	Ja. I mean most people use taxis and taxis tend to get everywhere.
Interviewee	Ja. I would say, all of our staff coming in, 90% of them use taxis, some of them use rail and some bus, but it's mostly taxis. And going home also taxis, and then we for the late shift guys, we provide taxis for them.
Interviewer3	Do you have a contract with the taxis?
Interviewee	Ja. We pay some of the staff, because it also helps their cost if you know, it helps them you know they can earn a bit, they also bring the other staff in to work, which we don't pay them for, but going home we pay them so, you know, another form of income for them. But generally the major part...
Interviewer3	Is this staff with vehicles?
Interviewee	Ja, ja. Staff with vehicles. But majority go home on the shuttles, you know, [inaudible] taxis every night.
Interviewer2	So it's sort of like car pooling.
Interviewee	Ja, ja, ja. It's car pooling from the staff sort of thing, ja. But the taxis [inaudible]. So that also, as I said earlier, plays a bit of a role because if you've got a taxi that, you know, can only take 10 people, covering let's say lavender hill, for example, you know you can't, when I employ I make sure there's, we're not sort of over-staffing in that, in the Lavender Hill area then, for example, 'cause then it would throw out the whole transport thing.
Interviewer3	How does it work with the taxi? I mean, is it a particular shuttle company or...?
Interviewee	Ja. There's these guys that we, we've got 8 taxis, let's say, we'll do ours in the night and he might do Clicks at 6 o'clock in the evening, and then he'll do, and then in the morning, they'll pick up the bakery staff, you know, because the bakery staff starts at 2 o'clock, I didn't mention that but they, ja, they all bake – you become a baker, you know you gonna work different hours because, you know, they start baking at, pruning or whatever, mixing dough, at 2 o'clock so that at 8 o'clock when the store

	opens, you've got the full range or as much as possible of your rolls and that, you know, so all bakers work funny hours, you go and work in a hotel – you know all those pastry chefs and that, they all work those funny hours. Sleep by day and work at night. So, anyway, so they have to, you know, we, they live all over the place, and the taxi picks them up to bring them to work by 4 o'clock, because there's no normal taxi service, you've got to use your own dedicated shuttle people.
Interviewer3	These aren't taxi operators that have permanent shuttles...
Interviewee	No, no, no they permanent, ja...what he does is these guys, they get a whole lot of, maybe you're unemployed and you got a taxi or a mini-bus or whatever, and you go to this guy and you say, "listen I can provide my taxi", and you get 8 different people and they all in like sub-contracting, then he'll come to us and say, "I've got 8 taxis, I mean, I can come and supply you with your transport needs", and he's doing it to other companies as well, so he's always providing a, you know [inaudible] like an umbrella to all these little, you know, independent contractible. So it works quite well, you know.
Interviewer2	And is there like sort of a designated spot where, in an area where everyone meets up or do they get dropped and picked up from their houses?
Interviewee	What do you mean when they go home or when they come in?
Interviewer2	Well both.
Interviewee	When they come in, obviously it's up to their own devices then they just find a local taxi, so, I suppose they walk to the end of the street or whatever, if there's a communal area or where the taxis tend to...
Interviewer2	And what about the bakery staff?
Interviewee	Oh the bakery staff he goes to their houses, he'll go to each house and pick them up at their front door – if they're awake, sometimes their alarms don't go off, guy's don't wake up or [laughter].
Interviewer2	And then at night, do they get dropped off at their houses as well?
Interviewee	No, they get dropped off, as close to or on the corner so they'll walk, you know, because of security or whatever so, in fact effectively they're always right there, and they'll, if their house is down that road, they'll drop them off at the corner, and they just walk home, you know. Lavender Hill is the problem sometimes, they've had a lot of shootings and stuff, gang related stuff there, you know Ja, so it's an interesting thing, has anyone done it before? Do you give them different topics every year or, 'cause last year's honours people have done something similar to this?
Interviewer3	Been rolling for a few years. I think you were the first, the second batch, yes.
Interviewee	Can you tap into that sort of research that was done?
Interviewer	Ja, and then build on that, a few questions come out of that, ja.
Interviewee	So you've got a whole lot of...
Interviewer3	Well every year, I've got a group of honours students that come in.
Interviewee	And you also lecture as well?
Interviewer3	Ja.
Interviewee	In sociology?
Interviewer3	Yes. And I've got a few masters, they're two years so they're around for a bit longer. And ja, I don't have anyone doing a PhD. Ja, I've got a draft paper out, not quite written, still working on it. Might send it to you, it's a bit academic, but just trying to, but the big picture is just trying to understand the extent to which spatial problems that cities sort of have is very segregated with poorer people and low skilled poor people being far from jobs, whereas with word of mouth it not actually being like that. You know, and that's the big question. In America they use this explanation to explain the situation with racial inequality and employment. 'Cause they've got huge rates of unemployment ...[inaudible]...and they don't really understand why, and

	they think it's because all the jobs are sub-urbanised and they've left Americans stuck in the inner-city without any transport. Can't get out cheaply or at all. They can't afford to live out there. Cheaper in the inner-city.
Interviewee	Cape Town's pretty no different. You see the squalor in those sort of slum, or whatever type thing – Woodstock and all that, you know.
Interviewer3	The remnants, there would have been more if, there weren't forced removals probably [inaudible] situation with our jobs are still probably in a central area. It's a complicated feature, we've probably got better transport, even though we don't think that.
Interviewee	In Cape Town as opposed to the rest of South Africa?
Interviewer3	No, as opposed to American commuters...like Los Angeles. It's got 150 cities they say, all the busses, you've only got local busses [inaudible]. There is an underground system but it doesn't reach very far and it's also within Los Angeles, so it's funny only in the city. [inaudible] but I don't think they actually dig into the transport systems they use, but they claim that people have fair access to transport. But I don't know if that's evidence based [inaudible].
Interviewee	The taxis, with all their faults, are providing an incredible form of transport. They're much more flexible than any rigid bus and rail system. From that point of view they're...
Interviewer3	If we could regulate them.
Interviewee	If we could regulate them, we'd be...
Interviewer3	Stop them from carrying on, obey the rules.
Interviewee	Ja, there's a lot of social ills that go with them.
Interviewer3	Ja, it's basically poor regulation, the taxi industry has been poorly governed as opposed to ...
Interviewee	But you don't want to over-regulate it, you know, but then there's always conflict, guy's can't drive on my route or whatever...[irrelevant discussion on taxi regulation].
Interviewer3	But our results are interesting, because what we're really finding out is that the use of social networks is a very wide spread method to find jobs and recruit. Both to find a job and then to be recruited. So a lot of different people are looking for jobs through social connections, companies actively use word-of-mouth to recruit and so what that means is that, once you're in that network, being far from work doesn't really make a difference. And your company is different, a company with normal working hours it's not really a problem, people commute long distances to get to work, and they find out about a job despite being a two hour commute from work.
Interviewee	Have you found that a lot.
Interviewer3	Ja, it's quite a common thing. long commute from Macassar to Constantia, 'cause it's quite a...that's new to the debate, no-one in the literature on this topic has really being saying that, as far as they're concerned, word of mouth, it doesn't actually...
Interviewee	And other social networking like facebook, employing or recommending people and creating maybe employment opportunities through there. I don't know, it's a whole new thing. wouldn't really apply to us, because we've got all the staff, don't really have access to technology [inaudible]...[irrelevant conversation]... if you need anything else.
Interviewer	Thank you.

Appendix K

South African Breweries

University of Cape Town

South African Breweries

Date and location of interview	Friday, 6 th August 2010 at the Newlands Brewery in the offices of Mrs. Pinto.
Company	South African Breweries (SAB)
Company location	Newlands, Cape Town
Interviewer	Anya van Wyk
Interviewee	Barbra Pinto, Human Resources Consultant
Transcriber	Anya van Wyk
Address	3 Main Road Newlands PO Box 23012, Claremont, 7735
Contact details	Mobile: +27 (0) 82 924 1651 Tel: +27 21 658 7457 Fax: +27 21 658 7486 Email: Barbara.pinto@za.sabmiller.com
Storyline	<p>South African Breweries focuses on consumer goods and brew fine quality beers for distribution into the trade. Their clients are distributors like MACRO, Metrotrade and any licensed outlets, which may be a restaurant or tavern. ABI amalgamated beverage industries is part of SAB limited and they produce the soft drinks component. They have got five manufacturing sites across South Africa and beer has got seven manufacturing sites. They employed 358 full-time staff.</p> <p>Skills are broken down into four tiers. Tier one is the shift. These people operate the brewing and packaging and distribution process. They have matric and are considered to be a fairly skilled labour force. They also have some graduates operating in the plants. The least skilled would be the forklifter driver, which is probably semi-skilled. Level two is for the artisans, mechanicals operating and machine specialists. Level three is middle management and level four is senior management.</p> <p>With recruitment they have a decentralised human resources infrastructure made up of brewing Human Resources specialist that operates in the brewing plant. HR specialist that operates in packaging and then I have an HR specialist that covers all the service departments, like finance, manufacturing systems. They report directly to the line managers and together they are responsible for the recruitment and selection of employees. The HR department is also responsible for making sure they are legally compliant and that they are following all the right processes/practices.</p> <p>SAB has a principle of trying to promote from within. They try to promote from within 70% of the time and 30% will go onto the external market. They also take on apprentices. They also invest in learner-ships and in-service training and this is why they want to grow the skills within SAB. If there is a position, they also then have the opportunity to chose the best candidates within the business that have done well in the training and on the job. The investment in the training of their staff ranges from 1 year to 3 years. It is very important to them because it means that their future needs are being met. There is also a massive database with all the people who have applied. For recruitment within, there is an internal-website.</p>

	<p>They have also created a formal employee-referral scheme. They pay incentives to employees looking for talent. They call their current employers their ambassadors. They find this strategy most useful for level one skills. They consider it an investment in the pipeline earlier rather than later. They conduct psychometric tests because the business has a high performance culture, engaging culture that is also stressful. People they get from word-of-mouth generally stay in Khayletisha, Guguletu, Mitchelles Plain, Kuilsrivier. With their emphasis on talent they find word-of-mouth useful because they argue that staff know it impacts on their credibility and reputation. With the referral scheme the individual who partakes, had to have been working for longer than six months because they then have some sense of the reliability of the person.</p> <p>They do not use newspapers because they have set up an internal pool of talent on their database, so, they do not need to use newspapers.</p> <p>The company culture impacts their recruitment methods. The Human resource manager says they have a rich culture because they are a global organisation and have become a public listed company. They have gone for a global vision, a global mission statement and global values. People are considered to be the big differentiators. They say that people are their enduring advantage. They believe people are their most valuable resources. They have a very high performance culture, that is output focused. They also accountability, peer and personal... value around working and winning in teams.</p>
Verbatim transcription:	South African Breweries
Interviewer	What exactly does the SAB do?
Respondent	Okay, we are an FMMCD organization, focusing on consumer goods and predominantly our objective is to brew fine quality beers for distribution into the trade.
Interviewer	Okay. And then who are your clients generally?
Respondent	Uhm...okay. We basically deal with customers who then sell to consumers. So we distribute out products to big customers like MACRO, Metrotrade and any licensed outlets, which may be a restaurant or tavern, etcetera. A lot of the customers actually pass that product onto the consumer.
Interviewer	Okay. And with location, is this the only one (reference to SAB branch in Newlands, South Africa)?
Respondent	No. SAB limited has a beer manufacturing g site and they have soft screen plants. So ABI amalgamated beverage industries is part of SAB limited and they obviously do all the soft drinks component. They have got five manufacturing sites across South Africa and beer has got seven manufacturing sites.
Interviewer	So what is the main function of SAB?
Respondent	We are a manufacturing brewery.
Interviewer	And why was this particular location chosen?
Respondent	We have been here since 1895.
	[Both laugh].
Respondent	So it was established a long, long time ago. It is actually a heritage site and there is a lot of history associated with it and it really is...when kind of the Dutch East India company came into the borders of Cape Town and they started producing. So the wine and beer industry generated from there.
Interviewer	And just the workers that you have. How would you break down the skills that they

	have?
Respondent	Okay, I think we obviously have skills across the full spectrum...
Interviewer	Yes.
Respondent	...and so we have four tiers of structures within the organization. We call it level one, two, three and four. Uhm...level one is typically our shop floor...
Interviewer	Okay.
Respondent	That is predominantly our shift. That means people who operate our brewing and packaging and distribution process. They generally [have], our minimum standard, [which] is matric. So we have a fairly skilled workforce, in fact we have a lot of graduates that even operate as operators in our plants, particularly on the brewing side because it is quite a sophisticated process. So our lowest skilled role in generally a forklift driver, which is probably semi-skilled. And level two is what we call, kind of our systemic level, that is where we kind of have artisans, mechanicals operating and machine specialists.
Interviewer	Okay...
Respondent	...Ya, so it is quite a technical skill. And level three is generally middle management and we obviously have different grading groups within those tiers. And level four is like our senior executive team.
Interviewer	Okay, so how do you generally recruit these different workers?
Respondent	Uhm...okay. We have a decentralised HR (Human Resources) infrastructure. So this functioning [is] intergraded into the business. So I have a brewing Human Resources specialist that operates in the brewing plant. Uhm...and then we have an HR specialist that operates in packaging and then I have an HR specialist that covers all the service departments, like finance, manufacturing systems, HR etcetera. Basically what they do is report directly to the line managers and together they are responsible for the recruitment and selection of employees.
Interviewer	Okay.
Respondent	So they provide more of the functional expertise. They will make sure, from a governance point of view, we are absolutely legally compliant, that we are following all the right processes/practices and that we make the correct recruitment decisions. The line manager will look at it much more from a content perspective, you know, could this person operate in terms of the competencies...
Interviewer	Uhm...
Respondent	...that I require relative to the role.
Interviewer	So what are the specific recruitment strategies that you use?
Respondent	Are you talking a methodology or a strategy?
Interviewer	Well when I say strategy I mean is it word of mouth or advertising...
Respondent	Oh method.
Interviewer	Yes.
Respondent	Okay we generally have a principal that we try to promote from within.
Interviewer	Okay.
Respondent	So we definitely do a lot of internal developments. We obviously have career and learning pathways that facilitate career progression. All of our employees have an annual development discussion where they formulate their annual individual development plans. So we put a lot of ownership on individuals in terms of managing and developing themselves for future career growth. And we have great promotion rate. We try to look at a seventy: three ratio. We try to promote from within 70% of the time and 30% will go onto the external market. Uhm...another strategy we use, we do quite a lot of what we call PLINE. Investors where we actually take on apprentices. We invest a lot in learnerships and we have quite a lot of in service training. The reason why we do that is to grow skills in South Africa.

	<p>Sometimes it actually exceeds the needs that we have but we believe the growth is good for the broader South Africa. We invest heavily in those programmes and if we do have vacancies then obviously we can cherry pick out of the candidates that have really fared well and it obviously gives them experience or occupational exposure and then we get the benefit of having applied themselves in the roles to determine who actually would actually be a fit for our positions. Those are normally a three year investment or a year investment depending on the programme that you are looking at. That gives us a really nice in-feed in terms of future needs. It is a much more long term strategy. And then our policy is too really to exhaust the internal process. So we obviously advertise our positions both regionally and nationally and that obviously gives us a bigger pool because we, SAB, only directly employ 9000 employees. That means that any vacancy that opens up; obviously there are not that many opportunities. All of our adverts go up on a weekly basis and there is a formal approval process that people have to go through, but they can basically apply online. We have got an employee self-service...</p>
Interviewer	Okay.
Respondent	<p>...where they apply online, the manager approves, they can't reject an application, but they can say that they have limited support for it or whatever. [It then] proceeds to the recruiting manager, the recruiting manager would obviously go through a screening process and then shortlists which candidates they are going to submit for interviews. So our online process is quite viable and then if we do not find an internal candidate we will go onto the external market.</p>
Interviewer	Okay.
Respondent	<p>And in terms of the external market, at our head office up in Sandton in Johannesburg, we have got a centralised talent acquisition team and basically they are a pool of recruitment experts. It is like having an in-house recruitment agency. We will give them our specifications in terms of the roles we are looking for and they are obviously building up a massive database of all candidates and looking at them in terms of a national growth perspective. So they will try and source talent for us and they also have a list of preferred recruitment suppliers. So we do go through a process on an annual basis where we set conditions relative to specific recruitment agents that we work with, so we don't just randomly work with anybody. We negotiate rates, we negotiate service offerings, turnaround times etcetera. We find that [a] focused approach gives us a better relationship; so that they get to understand our business and they get to...ya...we tend to get better candidates out of that mix.</p>
Interviewer	And the online site...do the workers only have access to this?
Respondent	<p>It is an internal...and we have got an external website. So our positions get covered internally and once the expiry date [is] reached and we are unable to fill it then it will go to the external public list. So we have got two websites.</p>
Interviewer	And the promotions from within. You say that you try to get 70% you try to get from your existing workforce; do you often find that they recommend persons from the outside that they know has the skills?
Respondent	<p>Oh okay. We also have an employee referral scheme. We pay incentives to employees for looking for talent...</p>
Interviewer	Oh okay.
Respondent	<p>...because we believe that all our employees are talent ambassadors as well. So ya we do incentivize that. It actually just changed now to match making [laughing]. There is a lot of criticism around that term, because it is like dating [laughing]. So it has had a bit of negative publicity.</p>
Interviewer	How well do you think this referral scheme works?

Respondent	I think you have to continuously promote it. You know, I don't think people, well I suppose as well, we are a fairly stable organization so our labour turnover tends to be much lower than general industries. People tend to be quite loyal and committed when they join SAB, it is such a great organization that people want to stay [in] [laughing]. Uhm...did you hear that [both laugh]. Our labour turnover rate is quite low and because we are injecting and investing in this pipeline. We are almost proactively are continuously supplying our needs. We are obviously trying to; I mean this strategy helps us from a level one point of view to inject skills up the portfolio. We almost accelerating our need for recruitment by investing in that pipeline earlier rather than later. So it's not like we have massive vacancies. At any given time we are working on two to five vacancies, which is nothing for a big corporation. We only employ about four hundred people. It is small. The vacancy rates are about one or two percent.
Interviewer	So people have been here for quite a while. [laughs]
Respondent	Ya, and they love the mountain. So Cape Town has definitely got an advantage.
Interviewer	What type of worker do you find you are generally getting from this type of method? Let's look at the manufacturing side, the people on the floor. Where do they live? Their class?
Respondent	Obviously it varies. We do look at; we do deal with our population statistics in terms of the economically active populations. Because we do a lot of strategic planning around our equity plans, our affirmative action planning...
Interviewer	Yes.
Respondent	...We also look at what the market place has to offer. So we obviously look at the representation across race, we have a look at representation across gender so we can understand what we can actually extract from the market place and whether we actually have to go national or how did we actually get that of skills. I suppose depending on the division you are recruiting for it will differ relative to the quality and caliber of the individual. Because our external minimum entry spec is matric, it is quite a high standard. So typically it is a more educated workforce I would describe it as, [it is] ideally more skilled. We are willing to pay for skills, there is such a shortage of skills. We also have a psychometric assessment instrument that we use. So we outsource all our assessments to external industrial psychologists. I won't say we have an absolute dependency on the assessments, but it provides us with very objective information to validate that our recruitment decision is actually a good one and that they are a good fit from a cultural perspective. [For example] would they fit into a high performance, high[ly] engaging culture, will they be resilient enough to cope with that culture, will they be able to cope with pressure and stress. That's what our environment calls for. We look at it from a personality perspective, we look at it from a cognitive perspective and we look at it from a future growth and potential perspective. And that generally gives us nice objective information. So people generally say 'you made the essay...you are standard, you have made it line' [laughter]. It is quite a high standard and our norms are quite high because we have internal norms that we then benchmark against. So we would say for an operator position this is generally the standard we have allowed in terms of our norm groups and we will recruit at that standard or above. So you are generally upping your caliber or quality of talent all the time. In terms of location, in terms of where they come from. People tend to work obviously within proximity of the brewery, but we have a lot of employees who stay in <i>Khayelitsha</i> , Gugulethu, Mitchell's Plain, Kuilsriver...it tends to sort of be in that district and then obviously in terms of your local residential areas.
Interviewer	The people from these areas [<i>Khayelitsha</i> , <i>Gugulethu</i> , <i>Mitchell's Plain</i> , <i>Kuilsriver</i>],

	are they mostly your low skilled, semi-skilled workers?
Respondent	Uhm...I would say it is a mixture. Predominantly our older workforce would generally come from those areas, but I mean we can recruit a top manager from Mitchells Plain.
Interviewer	Yes.
Respondent	...I mean there is actually no class distinction in terms of geographical locations anymore. But you generally find the kind of older workforce are kind of living more on the outskirts or...
Interviewer	Why is that?
Respondent	Uhm...I find that older generation typically tend to invest quite a lot in their homelands. So our forklift drivers will generally invest for their retirement. So they will have a great family home where maybe the wife lives and they have migrated to the urbanized areas to generate an income and then that just becomes their lifestyle. So they will live at a low income housing sort of situation because they want to generate money so that they can send it to the homelands. But when they retire generally they are quite well off because our minimum wage is about R7800.00 rand a month, so it is quite a sufficient level, but you do find people have different priorities in terms of how they apply that to their lifestyles.
Interviewer	In terms of the referral method you spoke about, and what we refer to as the type of networks people use, would you be able to comment on that?
Respondent	I suppose at a more senior level we have alumni where we try to network with people that have left SAB and have gone into different industries. So just have a continuous network. So we will invite them to a pub evening just to get them together and establish where they are at and whether they have enjoyed the transition, and whether it is working for them or whether they have a need to come back into the organization. Maybe we will not have a vacancy, but in the broader SAB family. So that is one of the network mechanisms that we use. Uhm...and I think we continuously promote because talent is scarce in South Africa [and that is why we] are always on the lookout for talent. So obviously affiliate a lot with the tertiary institutions. I think at all levels, we do a lot of work at CPUT , Westlake College, North end College, then University of Cape Town (UCT), Stellenbosch University, University of the Western Cape (UWC) and the relationships we establish there are more in terms of graduate recruitment programmes. We also offer student in-service trainee opportunities or vacation work. Obviously what we are trying to do over there is if we offer a student vacation (vac) work or say you can do your internship with us, already you are creating that pool into the organization. So you are trying to create that affiliation with the organization and people may buy into that and want to stay with the organization, but you are also trying to attract a disproportionate component of high quality caliber people.
Interviewer	Would you say that you use one specific method more than another method, like newspapers?
Respondent	We don't tend to use newspapers. If we, I mean we have in the past, I think if we have a massive new project on the go. If we are creating a whole new organizational structure and there are going to be project resources allocated etcetera then we may do a big spread [because] we are trying to attract a huge pool of talent at a given time. Typically we won't use newspaper advertising as a methodology, we typically use recruitment agents. I would say it is our primary method because we have set up a centralized internal pool. That really becomes our source of talent.
Interviewer	Does that limit the numbers coming in, in a way? You know who you are accessing and you won't have to sift through so many people.
Respondent	We get a lot of unsolicited applications. The benefit that we have is if we load them

	<p>on our database, at least they get loaded once. So that you don't have...you often find that people are quite opportunistic in the marketplace. They will come to us and apply for a position and they are not successful. Then they will go next door to sales and distribution and then they will try to secure something there and then they will go to Ottery depo or Bellville depo. So they might have actually accessed five or six plants and we are all running the same process for that candidate. So we have a centralized database as well where we load all unsolicited applicants so that we have one record of them. That obviously then provides us with a database. So we also have search mechanisms on it where you can say 'I am looking for someone with a matric with a forklift license etcetera and that will obviously pull up a pool of candidates. So sometimes people apply but there is no vacancy at that point in time, but there could be something that comes up in the future. There is [therefore] accessibility to them as individuals. So ya. And I mean employees also make referrals and see that there is a vacancy on the board and not think that there is anybody up for it internally, send in your Curriculum Vitae (CV) and I will pop it in at reception, but we obviously also try to encourage people to apply online. Even if they come down to reception to hand in their CV, we will say no, 'go sit in the little computer room, if you need assistance we will help you but log your actual application online'. Then we have got a database.</p>
Interviewer	So does everyone have access to adverts?
Respondent	Uhm...we generally publish our adverts on notice boards across sites and then we email them out and then it is also on our intra-net, which is our internal internet.
Interviewer	Yes.
Respondent	People know how to access adverts [laugh]
Interviewer	Generally with the referrals, do you find that people refer family members, acquaintances, and friends?
Respondent	Ya, it is always within their social networks. Uhm...ya...paternalism is sort of an issue...
Interviewer	Okay.
Respondent	<p>...It is quite a complex policy because you know somebody refers their sister, aunty, uncle, and niece. Where do you draw the line at the end of the day? So we always prefer that people declare it upfront so that we understand it. So even on our application form it will ask, 'who referred you?' Are you a relative or friend'? Etcetera, so it actually tries to probe a little bit on that. If there is no conflict of interest then it is something that you can consider although our preference is not to because somewhere along the line, depending on how people grow in the organization, it sometimes creates conflict. You know where you have brother and sister working together or son and mother or, you know... I don't know...</p>
Interviewer	And if it is acquaintances, is it fine?
Respondent	Acquaintances are fine. I mean people know, it actually impacts on their credibility and reputation. So if I bring in somebody and they prove to be a success it actually is a good...
Interviewer	Yes....
Respondent	<p>...response for me, but if I bring in somebody and it turns out to be a disaster then it is a poor reflection on me. So, and our referral scheme, the person has to be in the role for longer than six months so we only pay out incentives after the six month period. Then you know this person.</p>
Interviewer	Yes.
Respondent	<p>...We don't have a base and period or anything but it gives us an indication that that has been a successful placement...</p>

Interviewer	Are most people interested in this method because of the incentive?
Respondent	Yes. It's obviously cash in their pockets at the end of the day.
Interviewer	Yes. Yes.
Interviewer	Okay. How many casual workers do you have and how many permanent workers do you have on this site?
Respondent	<p>Okay our preference is to have a permanent base. So we have a standard organizational design structure. That is our structure with all our different positions etcetera. We do look at full rates, so we will say we have three-hundred and sixty positions, what is our full rate? We have got three-hundred and fifty-eight full rates so it is 99% or whatever the case may be. We don't hold vacancies and generally put a temp in; we would rather go and find a permanent person that we can place in the position permanently. But we are a seasonal business, so we do have fluctuations in terms of the sales demand relative to what we have as a standardized structure. We obviously structure the brewery to say that generally this is our production flow throughout the year from a consistent pattern perspective. So we have a baseline head count, but then when we go through seasonal periods like Easter, for us is a peak period, as well as the kind of November, December, January period. People tend to drink a lot more during those periods [laughter]. Then we inject additional shift teams, so that we can run a continuous shift pattern. So we already run the plant three-hundred and sixty-five days a year, twenty-four hours a day, but when we are off peak we do not run on weekends. When we are on peak we run flat out, on weekends, instead of three shift crews covering morning, afternoon and night shifts, twenty-four hours, we then have four shifts. We actually create a team that works over the weekend and then they rotate on a four week cycle. We then bring in temporary (temp) labour for that. We do have a labour broker on site that we use. We have a long term relationship with them and they generally supply us with our temp labour. We try to get it to less than fifty heads. Our targets are less than fifteen percent of permanent head counts. We obviously don't have them all the time and then obviously people that are absent as a result of sick leave or that are off for an operation or whatever then sometimes we have to replace them with a temp because we have to keep that work running at the end of the day. So it is basically for peak flexibility requirements and then for absenteeism coverage.</p>
Interviewer	How exactly does the whole production process work?
Respondent	Our business?
Interviewer	Yes.
Respondent	<p>Okay, our value chain is really...we have raw materials inflow into the brewery. Our raw materials for beer are actually quite simple. It is barely, hops and water. We use natural spring water which comes from Table Mountain so it is a great natural resource that we are utilizing. So it is 90% of [the] beer is water, so it actually quite a healthy product [laughter] and then we use barley. We have farmers in the George/Knysna area that produce all of our barley and we have a malting plant in Caledon that converts our barley into malt, which is one of our key ingredients. Then we have in George a hop farm, which creates the bitterness in beer. So all of our raw materials come in and we have a brewing process where we then basically compile a brew relative to the beer output that we are looking at. It [the beer] [then] basically goes through a twenty-seven day cycle in terms of brewing the beer, fermenting it and then filtering it. You are obviously converting yeast into alcohol etcetera so it is quite a long term process and then from brewing it goes to packaging where we basically have these bright beer tanks. So when you come walking, I will show you on the way out, we have got these big cellars which are</p>

	<p>actually refrigeration cellars where all the beer is fermenting. Once it has fermented and filtered it goes into the packaging process and from packaging it is easy. You just put it in bottles, label it according to what the product intrinsically looks like and then it goes into out warehouse. We have a holding warehouse, so it is just short-term, to cover like two/three day's stock and then we have depots on the outskirts like Bellville, Ottery and like deeper into the Cape region. Those depots basically stock and supply customers. So we are purely a manufacturer of beer.</p>
Interviewer	<p>Would you say that the values of SAB impact the recruitment strategy? What kind of values of the company [impact recruitment strategy]?</p>
Respondent	<p>Are you talking about an employer value proposition or...</p>
Interviewer	<p>The values of the company, the ethos...</p>
Respondent	<p>No definitely. I mean I think we have quite a well established organization, we have quite a rich culture, we have...because we have become a global organization now and become a public listed company we have actually gone for a global vision, a global mission statement and global values. And those have been heavily influenced by the South African business that has been born. So our chairman that sits on the London board, he is an ex-South African, he used to run the South African operation as Managing Director (MD), so he has huge appreciation around what our beer culture is all about, what SAB is all about. Wherever they have gone in and acquired or done mergers and acquisitions they have actually influenced the culture quite distinctly in the sense of the SAB way of doing things. So SAB is quite a well renowned organization, I think we have had huge successes over the year, we have performed really, really well in the market place. So there is a lot of value associated with the company and I think some people will look at SAB based on its growth and success, as a kind of global player and the fact that because our share prices are pretty stable and continuously growing. This means that there is a lot of confidence from the market place in terms of investing in this company. I suppose as a proudly South African company, some people want to join South African companies because they think, 'well why would I want to work for an international foreign company' etcetera? People also tend to want to work for blue chip companies, so that is a big draw card for us. In terms of our culture, we have five values that are promoted always. People are definitely one of our big differentiators. We say our first value is that people are our enduring advantage. We believe that any brewer can set up business tomorrow in South Africa, they can buy the same infrastructure, you know the brewing process, you can buy all the standard equipment, in terms of filtrations and brew houses etcetera and you can set up packaging plants with probably more sophisticated technology than we have...</p>
Interviewer	<p>Yes...</p>
Respondent	<p>...but our big differentiator is our people. We put an inordinate amount of effort into our people because we believe they are our most valuable resource. I know that is so cliché to say [laughter] , but I think even if you look at our global growth, a lot of our, even if you read our annual reports, you will see there is a huge people focus and it is generally through people that our success comes. So we do have a strategy where we try to capture a disproportionate component of the high caliber talents in whichever county we operate in because we believe that people are the differential factor. Then we also, because we drive a very high performance culture, we are very output focused, really focused on the results, the numbers etcetera. We do drive a high performance culture. That means we have to have accountability, so our second value is around accountability, peer and personal...</p>

Interviewer	Yes.
Respondent.	...then we also have the value around working and winning in teams. So you have to be a team player in SAB and I suppose it is a bit part of our culture. If you are in the beer industry generally it is more fun, it is a bit more sociable, it is quite an informal, more relaxed environment. It is not all like fuss or plush offices and dress all zooch etcetera [laughter]. It is an informal, sociable sort of environment. Team players are very, very important. So it is one of things we check for in terms of our recruitment process as well...
Interviewer	Yes.
Respondent	... [We want to know] if you are an individual worried about your success or is the team's success bigger and more important and hence the organizations success. So working and winning in teams is the third component. So respect to our customers, so that we all understand the purpose of why we are here in business. Now our customers are important. At the end of the day when we produce beer or packaged beer or whatever we are doing, we have got to have the consumer in mind at the end of the day because they are the ones purchasing your product. Without your consumer and sales, you business is nothing at the end of the day. Uhm...around corporate reputation...our reputation is indivisible and that's just really saying that we are all ambassadors for this organization. So if I meet you socially at one of the career fairs or something, I am portraying an image around SAB. So I am actually protecting or reflecting the company's corporate reputation and if I act inappropriately or bring the reputation into disrepute, then that has negative consequences for the company. We put a lot of effort into our employees being brand ambassadors; we invest in training and development so that they understand our business, our product offerings and the value of our consumers and reputation. And I think also because we produce an alcoholic product, there is a lot more focus on our reputation because that's why we support arrive alive campaigns etcetera, because there can be negative consequences out of irresponsible drinking...
Interviewer	Yes, yes.
Respondent	...And our response is to have an alcohol strategy that promotes responsible drinking because everything in moderation is actually acceptable. Ya...so we talk quite a lot, if we are recruiting people, we say 'these are our values, do these align with your values'? 'Is this an organization what you are looking for'? I wouldn't say we like, we pretty much like self-sufficiency.
Interviewer	Mmmm...
Respondent	...We will provide the resources and structures, but at the end of the day it is up to you to make a success. It is very much driven by the individual, but also with great team support. Often when people leave our organization they always say, 'we just miss the caliber and quality of people that you have and whenever we have gone to another organization, no matter how great the systems or processes are, you just don't get the same results or buy-in or commitment '. So ya...it is a very important component of what we have to offer.
Interviewer	And the internal processes, having workers apply for new positions. Does that help team work? Because they know the business, they know the people...
Respondent	Ya, I mean it is obviously a proud moment as well. If I am working in a team and I am actually getting promoted and developed, you know, it is a positive thing to see. We do publish that. So we do say, 'these are all the people that have been promoted', we put their faces up and stuff like that. So we try to promote it positively as well. You will always get criticism that there is not enough of that, you know like, 'when am I ever going to get promoted, why am I not getting developed' etcetera. I honestly believe opportunities are fair and equal for everybody and the

	best man wins at the end of the day. It also quite competitive. It depends who you are competing against, if you are recruiting at a high standard there are lots of equal, determined people. It is a tough field. I do think there is pride generally, you know, if you are getting promoted, you have quite a lot of organizations that do not promote from within. Their ratio may be the other way around and so you are just getting the supply of external talents and the internal people are like, 'I know more than you because I have got depth and experience etcetera'. Even if you look at SAB's board we have got a legacy where most of the members of the board like started at the bottom of the organization, it is quite phenomenal and how they have grown in stature and development. Now they are heading it up and it is a fantastic story to tell...
Interviewer	Wow.
Respondent	...we maybe don't do enough of that actually. A lot of our senior managers really come up the thing, I also started as a secretary to the Human Resources (HR) manager and like today I am on the other side. So the growth is there, the opportunities are there.
Interviewer	That's amazing.
Interviewer	Just with the temp workers. Are they also on a database?
Respondent	Ya. They are on our SAP system. So we have an enterprise system and we also manage them through our SAP system. We have got a labour broker module that we utilize...
Interviewer	Okay.
Respondent	...But they are not our employees. I mean we obviously deal with the labour broker manager because they are their employees. You have got to be very distinct in terms of looking at that.
Interviewer	Okay. Uhm...just with the referral method. Do you find it generally works because of the time and energy put into [it], by the workers, into finding someone suitable so that you can get a candidate of high quality?
Respondent	I don't think you necessarily put in effort...
Interviewer	Mmm...
Respondent	...it depends on your network or circle of friends, acquaintances etcetera. So... I know [laugh] I have a lot of people that approach me informally, [and say] 'I can't believe you work for SAB, can't you get me a job' [laughter]. And it is tough, you know, I think there are only so many opportunities [because] we only have three-hundred and sixty permanent employees. There are not a huge amount of opportunities and because our labour turnover, and I think as well, we over sell...[well] we don't over sell on the referral scheme, people know it is there and we have obviously incentivized a couple of people. [We also] give them a T-shirt saying 'I earned cash by finding talent for the business', we don't over promote it because it's not like we have hoards of opportunities or vacancies, but what we do encourage if you really meet someone that is really top talent and you believe they are a good fit for SAB we will refer them to the national panel. I send a lot of CV's up to Johannesburg and put it on their database because we may not have an opportunity but the board of SAB may have an opportunity. So ya, somewhere along the line, good talent comes through that mechanism.
Interviewer	Okay.
Interviewer	Is there a set process as to how you assess a recruitment method, its success... or...?
Respondent	Uhm...okay. Well we use competency based interviewing as the technique of methodology that we use obviously to make sure we are actually assessing competencies and the right knowledge and skills. We look at past behaviour [as]

	being a predictor of future behaviour. So I know there is also the STAR techniques that most companies use, Situation, Task, Activity and Results. We use quite a similar methodology, we just call it competency based interviewing. We are quite particular about preparing our people's job specs and interview guides. HR will look at it much more from a behavioural perspective and a leadership perspective, so more on the soft skills side, and I look at it from a technical perspective. We always have interview panels, we never generally do one-on-one interviewing...
Interviewer	Yes.
Respondent	...we do use a matrix where we have a look at all candidates. We do an analysis in terms of all the different attributes, so we have like a scoring system that we use and it's also so you get the input from all panel members in terms of what they actively heard, you know, the underlying things or messages that we picked up etcetera. We obviously make sure that the same instrument is consistently applied across all candidates. So we are quite thorough with that process and we always make sure HR is involved in recruitment to make sure that the standards are in place. Then obviously we have a feedback process which we are quite particular about as well.
Interviewer	Yes.
Respondent	...you have got to be careful about how you give feedback, so we are quite deliberate about how we do that. Then we do reference checking, we have got standard templates that we use for reference checking. We also do ITC checks, so we do credit checks, we verify qualifications, see if there is any. You can't really discriminate on that, but at least it gives you information. So if you are recruiting a finance person and they have got a base track record, then it is a bit of a warning sign, it is more of a validity check. If all of those checks are in place then we will submit them for psychometric assessments. We try to only do one psychometric assessment so that must be a validation that our recruitment process has been sound. If we land up sending more than one candidate it means our judgement in our recruitment panel was not that good. So that's generally the ratio we use to have a look at the success of it. Then when we get the psychometric assessments sometimes there may be something that is picked up by the psychologists, we may bring back the candidate for a second interview and just probe a little deeper or it will be fine and we will continue from that perspective. Then you make your offer. I suppose the success comes in only later when the candidate is successfully placed and then you start getting an appreciation of their ability to perform in our environment [such as] the leadership qualities or traits that emerge. [We start to see] how much of a team player they are and whether they are living your values etcetera. I will probably say, only after a six month period will you get a fair reflection of how successfully they have transitioned into the business and what the viability is for future growth. We have quite a sophisticated, we call it a 'people balance sheet', but it is a process where we actually analyze our talent so we have a good appreciation in terms of what is the make-up of our talent, do we have the right capability to execute our strategies? Are people in the right mental space, emotionally, intellectually etcetera? We look at it from all dimensions, what developmental needs have emerged, are we engaging with talent, what is that telling us, etcetera. We have lots of processes at SAB...
Interviewer	Wow.
Respondent	...it is endless actually.
Interviewer	How long does this whole process take?
Respondent	The recruitment process?
Interviewer	Yes.

Respondent	We normally have a window of advertising internally for two weeks. So we do have like full rates for positions as well in terms of turnaround time. Obviously we try to close all vacancies within thirty days, that's kind of an ideal target for us but sometimes it works out to be sixty days.
Interviewer	Okay.
Respondent	So also, we won't chase the timeline, we will chase the quality of appointments at the end of the day. But generally our adverts run for two weeks and basically all the applications would have been split, we do the short listing and then set up interviews and that obviously depends on when the candidates are available and when all the panel members are available. An HR practitioner would generally then construct the interview guide and make sure all the paper work was ready for the interview and then it is a matter of conducting the interviews [and] having a look at the candidates. It depends on the size of your pool, sometimes you have ten candidates for a position and you might short-list it to five and that may take quite [a] long [time] and other times you have one or two candidates, [which] is quick. If it is an internal candidate it tends to be quicker...
Interviewer	Okay.
Respondent	... [And] if it is an external candidate then it obviously depends on their availability. But we have a few vacancies so it tends to go quite quickly and our turnaround time with our psychologist tends to be twenty-four hours and in a day we have got our feedback from an assessment point of view. But then again, it is scheduling the assessments, waiting for the results to come through and when are the candidates available etcetera...so it's all...
Interviewer	If you don't mind, what is the race in terms of different positions? So what is the ratio in terms of race?
Respondent	Okay. Ya...we have had an equity strategy in place for many years, before it was even legislated by government. We used to have a strategy where we looked at 50/50 at senior manager positions. So at level three and four that I was talking about, we used to say we want 50% Asian and Indian, African [whispers at uncertainty about terminology or politically correct/incorrect language], Indian, Coloured. We used to call it ABC, now we have changed our mind and call it AIC [laughing]. So we once had a 50/50 split. So we basically got to that standard probably about a year or two ago and now what we are doing is looking at the demographics in your province. So what we have done is an analysis and said well, 'let's look at the economically active in the Western Cape, what is that composition'? So it will say to you '52% of the population is coloured', so what you have to do is be able to represent and say, well if look at your workforce and see if you have 52% or greater. Like Asians or Indians in the Western Cape is 1% of the population so it would be assumed that you would not suddenly have a huge section of Asians or Indians otherwise it would send the message that someone is recruiting a lot of their family or, you know. So you obviously try and demonstrate representatively relevant to it. Uhm...it is not that easy because you tend to go through periods where you are able to attract good equity candidates and there are times where experience counts more or ya. It is something you have got to constantly work on, but we do have very tight targets which are also incentivized through, we have like an incentive scheme as well and then all of our managers have money allocated on equity, so everybody has to go and look for equity talent. We also have gender equity targets our gender equity targets are probably at 30% or 35% of all managerial positions in terms of gender and our targets at middle management have gone up to 60% and at our executive level it is at 40% or 45%.
Interviewer	Okay. I think that's it. If I have any other questions could I email you?

Respondent	Yes sure. Or call
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University of Cape Town

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